Minutes of the

Meeting of the Executive Committee

of the

World Council of Churches

14 - 17 September 2010

Meeting held at

Musselburgh/Edinburgh, Scotland

These minutes have no official status until received, amended as necessary and approved by the Executive Committee at its next meeting. The official proceedings of the Executive Committee consist of a documented record of decisions taken by the Committee along with the texts of documents acted upon. The introductions to agenda items and summaries of presentations and discussions are prepared by the minute-taker for background information only, and should not be cited as part of the official proceedings of the meeting nor as such attributed to the speakers' names.

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Minutes of the
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1 Morning Prayer

The executive committee met for prayer each morning in the chapel at Carberry Tower, using passages from Luke chapter 24 to explore the theme of "Witnessing to Christ Today" and receiving leaders of the local churches to give the daily meditations.

On 14 September 2010, Graham G. McGeoch welcomed the executive committee to its meeting in Scotland, and invited the participants to bear witness to the ecumenical story of the churches in Scotland and to receive mutual inspiration from sharing the local context. Rev. Alison Fuller and Rev. Richard Frazer shared reflections on the common life and witness of the three Edinburgh city centre churches, who have covenanted to worship, work and study together. Through their common witness with the homeless population in the city centre, the churches have come to see how Jesus invites his followers to the margins, to those whom society can scarcely include. In this way, they are able to perceive how Jesus comes alongside us in our walk of faith today and into the church of the future.

On 15 September 2010, Rev. Mitchell Bunting, ecumenical officer for the United Reformed Church Synod of Scotland, spoke about a local ecumenical partnership in Granton in which the Methodist and United Reformed congregations have united and discovered new life and ministry together in their context. As Cleopas and his companion met the resurrected Jesus while journeying along, and as Abraham and Sarah received a vision for their future when they believed they were beyond the time of hope, these two small aging congregations have found new life through walking together in faith.

On 16 September 2010, Rev. Bill Brown and Rev. Sue Kirkbride shared the story of Murrayfield Churches Together. Three churches in a suburban neighbourhood of Edinburgh have shared several decades of worship, fellowship and mission together, and have experienced deep renewal through their common story.

On 17 September 2010, Rev. John Smith of Morningside United Church offered a reflection on the theme of hospitality. Recalling his personal experience of the norms of hospitality in cultures around the world, and stories of radical hospitality in Scottish history, he spoke of how God is revealed through "costly" acts of hospitality.

2 Hospitality of the Scottish Churches

2.1 Exposure programme

On Sunday and Monday 12-13 September 2010, members of the executive committee engaged in an encounter with the Scottish churches, including an ecumenical celebration of Racial Justice Sunday and a Celtic worship experience in the chapel of the Scottish Churches House. Through visits to Edinburgh, Glasgow and Dunblane, the committee deepened its understanding of the ecumenical context in Scotland and offered encouragement to the local churches and ecumenical organizations. The executive committee expressed its profound gratitude to Brother Stephen Smyth and Rev. Lindsey Sanderson of Action of Churches Together in Scotland (ACTS) for their hospitality in organizing this meeting of the executive committee.

2.2 Discussion and dinner with Action of Churches Together in Scotland (ACTS)

On Tuesday 14 September, the executive committee shared in fellowship with representatives of Action of Churches Together in Scotland (ACTS). Rev. Norman Shanks moderated a discussion in which Archbishop Mario Conti (Roman Catholic archbishop of Glasgow), Christine Davis (Religious Society of Friends / Quakers) and Rev. Dr Sheilagh Kesting (ecumenical officer of the Church of Scotland and former moderator of its General Assembly) offered reflections on the successes, challenges and future of the "churches together" model in the Scottish context. As a gesture of welcome, ACTS presented to each member of the executive committee a pewter reproduction of the ancient Celtic Cross of St John from the island of Iona. The executive committee, ACTS leaders and other distinguished guests then shared a special banquet in the dining room of Carberry Tower.

3 OPENING ACTIONS

3.1 Call to order

The executive committee met in decision session. Rev. Dr Walter Altmann, moderator of the central committee of the World Council of Churches, called the executive committee to order at 9:15 a.m. on 14 September 2010 and welcomed the committee members and staff present. He expressed a special word of appreciation for the warm hospitality of the Scottish churches.

3.2 Roll call and seating of substitutes

Rev. Dr Olav Fykse Tveit, general secretary of the World Council of Churches, welcomed the committee and called the roll of members present (see Appendix I).

Apologies were received from seven members. Archpriest Mikhail Gundyaev was seated as a substitute for Metropolitan Dr Hilarion Alfeyev.

The moderator declared the meeting to be properly seated with a quorum in attendance.

3.3 Adoption of agenda

The agenda was presented by the general secretary with several verbal amendments, and was adopted by consensus. The general secretary also noted that he would be joining the Scottish churches in greeting His Holiness Pope Benedict XVI in Edinburgh on Thursday 16 September.

3.4 Minutes of the previous meeting

The minutes of the 23-26 February 2010 meeting of the executive committee were presented by the general secretary and approved by consensus with one correction on pages 35 and 37 regarding the spelling of the name of Rev. Dr Daniel Dong Sung Kim, seconded staff from the Presbyterian Church of Korea.

3.5 Sharing of news from executive committee members

The moderator invited sharing from those present of joys, challenges and sorrows from the ecumenical community since the last meeting.

3.6 Membership of sub-committees

Rev. Dr Walter Altmann reviewed the membership of the sub-committees (see Appendix II). It was noted that the personnel committee would be holding its first meeting during the course of these days. In the absence of the moderator of the public issues sub-committee, the sub-committee was asked to appoint their own moderator for this meeting. Ms Outi Vasko was asked to join the finance sub-committee for this meeting. The executive committee then approved the membership of the sub-committees.

4 GENERAL SECRETARY'S REPORT

4.1 Report of the general secretary

Rev. Dr Walter Altmann moderated a hearing session and invited Rev. Dr Olav Fykse Tveit, general secretary, to make his report to the executive committee.

The general secretary began by extending a word of joy in being together with the executive committee at this time, and stating his appreciation for the hospitality of the Scottish churches. He shared that he has felt very inspired by his first months in office, and is looking forward to sharing the way forward together.

In his most recent visit to Jerusalem he found himself reflecting again on the meaning of Jerusalem as both a paradigm for the ecumenical challenge today and an inspiration for what it means to be the Church. The presence of both the cross and the empty tomb in the same church in Jerusalem serves as a reminder of how each of these two central images in Christianity takes its significance from its relationship with the other. There is no meaning of the cross without the empty tomb, and vice versa. They stand together as the source of our faith and our ecumenical commitment.

The witness of the churches in Jerusalem is a witness of what it means to carry the cross and live in the life of the resurrection today. The general secretary shared his personal response of both inspiration and pain, that Jerusalem today is not the city of peace, justice and joy. He has come to see Jerusalem both as a symbol for the nature of ecumenical faith and witness in the world today, and also as a specific focal point for the work of the ecumenical movement at this moment in time.

The general secretary then shared some aspects of his work since the last meeting of the executive committee, including giving leadership to the refocusing process, listening closely to the voices of the churches and partners, and travelling within the regions for the sake of cooperation and solidarity. He noted that he has heard from the member churches a desire to courageously address the difficult issues which threaten to divide churches. He has heard the need for strong ecumenical cooperation in situations of crisis, and in particular the need for a closer partnership between the member churches and ACT Alliance. He has felt the need for more careful stewardship of the council's resources, and for new methodologies in regional and member church relations. Interfaith dialogue continues to be a pressing theme, as are relationships with the Christian world communions, the Pentecostal movement, and the specialized ministries.

The general secretary closed his report with a few remarks on internal matters, including the fact that he has taken steps to reduce staff costs and is now looking at the entire staff

contingent in light of what is needed in the years preceding the assembly. In all these processes he aims to embody strong leadership marked by integrity and transparency.

4.2 Discussion of the general secretary's report

In discussion, members of the executive committee appreciated the report and shared comments and questions, including:

- strong appreciation for the theological interpretation of Jerusalem as a paradigm for both the challenges and the opportunities of Christian faith today;
- questions about the specific programmatic implementation of a focus on Jerusalem, and the complexities of working in the Middle Eastern context;
- concern for the overall balance between time spent travelling and time spent giving leadership to in-house processes of change;
- desire for a more clearly articulated strategy for regional relations;
- appreciation for the plans for strengthening the UN Liaison Office in New York in cooperation with the member churches, specialized ministries and Christian world communions; and
- encouragement to the general secretary to exercise wisdom and discernment in balancing the various demands on his time and attention and in choosing which of the many invitations to travel and speak he is able to accept.

In response, the general secretary further shared comments on his personal call to focus on Jerusalem, which predates his election to the leadership of the World Council of Churches. He feels this is one of the gifts he can bring to the council, and that there is a unique possibility at this moment in time for the ecumenical movement to make a critical positive contribution.

The general secretary shared further his understanding of the balance between the various aspects of his job description, how he discerns which invitations to accept, and the strong management team he is building within the house so that the council runs smoothly whether he is travelling or in the office. He encouraged members of the executive committee to be in frequent communication with him and to accompany him with their prayers and suggestions.

The executive committee received the report of the general secretary with appreciation.

4.3 Action on the report of the general secretary

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session and invited Rev. Dr Walter Altmann to present the report of the programme sub-committee regarding the report of the general secretary.

Programme sub-committee's narrative

The sub-committee noted that the general secretary focused on the situation in Jerusalem as a critical challenge for the WCC member churches and a paradigm for both the difficulties and opportunities of ecumenical and interfaith cooperation. His reflections were based on his recent visit to the Holy Land. He referred to the *Kairos* document as an

invitation to the WCC member churches to re-examine their own theological reflections concerning the Holy Land. The general secretary also highlighted experiences of other visits to distinguished church leaders, i.e. the Ecumenical Patriarch, HAH Bartholomew I and the Patriarch of Moscow, H.H. Patriarch Kyrill, to different regions of the world, from his participation in major events of Christian world communions (WARC/REC Uniting General Council, LWF Assembly), the Edinburgh centennial and a world gathering of Pentecostal churches.

The sub-committee appreciated the carefully chosen focus on the theological interpretation of the situation in Jerusalem and the Middle East as a paradigm of the wider call of the ecumenical movement in different parts of the world. The sub-committee shared the concern that the member churches need to address Christian Zionism. The sub-committee shared also the concern about the present situation in Pakistan with the severe consequences of the recent devastating floods and increasing violence by Muslim extremists, which was fuelled by the threat of burning the Koran by Christian extremists. The fragile situation of Christian communities and churches in Pakistan needs greater attention by the churches and ecumenical partners, e.g. concerning the presence and role of ACT Alliance in Pakistan and its relationship with the churches.

Executive committee's decisions

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to express its appreciation for the report of the general secretary, with its carefully chosen focus on the situation in Jerusalem.

5 MATTERS OF PERSONNEL POLICY

5.1 Presentation of matters related to personnel policy

Rev. Dr Walter Altmann moderated a hearing session and invited Rev. Dr Olav Fykse Tveit to present the work of the general secretariat on matters of personnel policy. The general secretary drew attention to the written materials and made verbal remarks on four key points:

- This is an organization which must have a highly-competent staff.
- A common understanding is needed on how the staff members bring the gifts of the churches to the council, meaning that the churches assist in recruitment and expect the staff to return to the churches to share the experiences gained.
- The management of staffing issues must be done with both clear mandates and rules and with flexibility for the general secretary to apply these rules. In his opinion, the Council should aim at a maintaining a "normal" length of service for programme staff of about 7 to 10 years.
- While transparency, clarity and credibility are indispensable so that there is a growing understanding among the staff community, the general secretary has the responsibility to make decisions, and those decisions must be accepted.

It is expected that the new personnel committee will help the council find the right balance in these matters. The general secretary invited Mr Georges Lemopoulos to make

further comments on the materials that were prepared in advance of the first meeting of the personnel committee. Mr Lemopoulos remarked that he sees three key areas in which the committee is invited to guide and equip the council: the overall strategic staffing profile of the council, a policy on years of service, and a dynamic framework for staff development and performance appraisal.

The general secretary offered further comments on the relationship between competence and representativeness, and urged the executive committee to view representation in a broader perspective, as being a feature of what we mean by competence.

Members of the executive committee shared initial reactions to the presentation, including concern that the staff composition should present an accurate "face" of the council.

The moderator then clarified the procedure whereby these matters will be considered. The documents will be discussed by the personnel committee, which will give a verbal update on their work during a hearing session of the executive committee. The personnel committee will then formulate recommendations for action and forward them to the staffing and nominations sub-committee. The staffing and nominations sub-committee will then prepare recommendations for action by the executive committee.

5.2 Preliminary report of the personnel committee

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a hearing session and invited Ms Arja Birgitta Rantakari to give a brief verbal update on the first meeting of the personnel committee, which is underway during these days. The committee has have understood their mandate and have identified certain pressing issues for its early attention. The committee are preparing recommendations for the consideration of the staffing and nominations sub-committee. The executive committee appreciated the good start to the work of the personnel committee.

5.3 Report of the personnel committee

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session and invited Rev. Dr Larry Pickens to present the report of the personnel committee.

5.3.1 Report of the personnel committee

The personnel committee met for the first time during the meeting of the executive committee 14-17 September 2010. The mandate of this committee was summarized as follows:

> *The basic remit of the personnel committee (cf. Central Committee, Sept. 2009, Document GEN 10, Report of the Working Group on Governance, Accountability and Staff Policy, Appendix 5) included oversight of human resources policy, striving always to ensure that the WCC follows best practice in its treatment, development and deployment of those it employs. It was made clear that the personnel committee shall not engage in personnel management, which remains the proper role of the general secretary as the council's chief executive officer.*

As the WCC continues to refine the understanding of its role and unique added value to the ecumenical movement, so too must it ensure that it has professional staff who are competent to work in amulticultural, multiconfessional and diverse environment. In this

light, the interlinkage between programme, governance issues, and how staff is equipped to carry out their work needs to be viewed very carefully. Cognizance of the "life cycle" of employment from recruitment to departure, especially as it relates to the work rhythm around the assembly process, also needs to be noted. When designing personnel policies in Geneva it is important to recognize and be in compliance with the Swiss law and obligations.

Currently, the WCC has a total of 150 staff, out of which 50 are programme executives. The annual budget for staff training and development is CHF 40,000.

The members of the personnel committee, during their first meeting on 14 September, structured their agenda for the present and the following days, in order to be able to cover the issues assigned to them, prioritizing the topics.

According to this, and after consulting with the general secretary, the committee discussed the following items regarding staff policies that were regarded as most pressing:

- Recruitment and retention policy including years of service
- Staff development
- Staff rules

The committee noted that mandated tasks regarding the code of ethics and whistle-blowing policy had already been addressed. Other issues mentioned on the list of mandated tasks, such as management by objective, will be dealt with at the next meeting in February after preparatory work has been completed by staff.

Two of the issues worked on were brought to the staffing and nominations sub-committee on 16 September, namely years of service and rule changes.

The third issue mentioned above, staff development, was discussed very intensively. The most important points were as follows:

- The process of performance appraisal. The committee understood that the current appraisal system is being updated and offered suggestions on how this could be supported, e.g. that appropriate training is provided for the supervisors, that there should be a top-down but also bottom-up approach, that there should be continuous feedback throughout the year and not only at the end of the year.
- Training, internal as well as external, is to be provided to all staff.
- The committee recognized the importance of orientation and induction for new staff and saw the need for the leadership to be involved in that process, as well as the importance of mentoring as an important component of accompaniment, feedback and motivation.
- Time management and workload. This needs to be monitored very carefully; therefore, staff are asked to provide information on what strategies are in place to address this concern.

On this basis, the personnel committee recommends that the executive committee receive the proposal for staff development and training and encourages the general secretary to implement it for the benefit of both the council and each member of the staff. The

personnel committee also discussed with staff the possibilities for expanding the scope of the document to include performance appraisals, and requests staff to assess the resources needed (financial and other) to implement staff development and training.

The personnel committee will meet again in February just before the executive committee meeting. Until then, staff are asked to provide with information on a detailed staff profile including age, country of origin, languages (mother tongue and others), gender, and confessional family.

The future work for the personnel committee in preparation for the February meeting will be:

- Management by objective (staff to prepare background paper in consultation with Ms Arja Birgitta Rantakari)
- Personnel mission and values statement (to be developed by Rev. Dr. Larry Pickens and Ms Arja Birgitta Rantakari with the assistance of staff)
- Further study of possible mandates of the personnel committee (staff to collect models e.g. KPMG, LWF, ICRC,8 etc).

5.3.2 Actions arising from the report of the personnel committee

In response to the report of the personnel committee, the executive committee approved by consensus to:

- receive the policy on staff development and training (see Appendix III) and encourage the general secretary to implement it for the benefit of both the council and each member of the staff;
- request the personnel committee to present an analysis of various alternative models of management to the "management by objective" model;
- request the personnel committee to review the council's existing recruitment policies.

5.4 Report of the staffing and nominations sub-committee on personnel policy

Rev. Dr Walter Altmann moderated a decision session and invited H.E. Metropolitan Prof. Dr Gennadios of Sassima to present the report of the staffing and nominations sub-committee regarding personnel policy.

5.4.1 Years of service

Upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- establish a policy that the normal period of service for leadership, programme executive staff, and specialised staff working in programmes (Sb) in the World Council of Churches will be between 4-10 years (the first contract shall be for four years with two possible extensions). In cases of internal transfer or promotion, the period of service should not exceed 14 consecutive years. This policy will be implemented for all future staff appointments;

- encourage the general secretary to clarify with current leadership, programme executive staff, and specialised staff working in programmes (Sb) their period of service;
- ask the general secretary to bring to its next meeting a detailed list of contracts of all staff and an assessment of their period of service, together with the expected report on the general secretary's overall view of structure and management.

5.4.2 Staff rules

Staffing and nominations sub-committee narrative

The personnel committee clarified the purpose and function of WCC Rules and Regulations and took note of progress in preparing the new WCC regulations and of the advice offered to the general secretary by the personnel committee.

The personnel committee suggested to the staffing and nominations sub-committee additional amendments to the WCC Staff Rules:

> VI.1.01 to read *"The general secretary may, after consultation with the staff member involved and his/her supervisor, take disciplinary measures against a staff member. The general secretary may seek legal advice as needed."*
>
> VI.1.08 of the proposed version, to add the sentence *"The moderator of the personnel committee or a representative shall be included in this process."*

The sub-committee took note that the proposals of the governance group, particularly with regard to WCC Rule XII, if accepted, would require revision of WCC Staff Rule II 1.01 and II 1.02.

Executive committee decision

Upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- request further work on the WCC Staff Rules, particularly clarification of article VI.1.08.
- request that the WCC Staff Rules be brought again for approval to the executive committee in February 2011.

6 PERMANENT COMMITTEE ON CONSENSUS AND COLLABORATION

Rev. Dr Walter Altmann moderated a hearing session. H.E. Metropolitan Prof. Dr Gennadios of Sassima presented the report of the permanent committee on consensus and collaboration from the meeting in Moscow in June/July 2010. It is expected that the various content areas discussed in the report will be incorporated into the relevant processes within the council, and that the specific comments regarding membership will be addressed during the staffing and nominations sub-committee's consideration of membership matters. The executive committee expressed its gratitude to the permanent committee for its faithful work.

7 MEMBERSHIP MATTERS

7.1 First presentation of membership matters

Rev. Dr Walter Altmann moderated a hearing session during which Mr Georges Lemopoulos presented the draft recommendations on membership matters, noting that several of these matters were also discussed in the report of the permanent committee on consensus and collaboration. The executive committee referred these matters to the staffing and nominations sub-committee for further consideration.

7.2 Action on membership matters

Rev. Dr Walter Altmann moderated a decision session and invited H.E. Metropolitan Prof. Dr Gennadios of Sassima to present the report of the staffing and nominations sub-committee regarding membership matters.

The sub-committee reiterated that the criteria for membership are spelled out in the WCC Constitution and Rules and that an overall statement on exceptions might not be helpful. Rather, exceptions should be dealt with on a case-by-case basis.

7.2.1 The Evangelical Lutheran Church in Jordan and the Holy Land

Upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to recommend to the central committee an exception to the rule regarding size in the case of the Evangelical Lutheran Church in Jordan and the Holy Land. The executive committee recognizes the applicant church's present witness, struggle for the Palestinian people and active ecumenical commitment to peace in the Middle East. Due to the difficult situation of Christians in the Middle East, including the decrease of the Christian population, the executive committee felt that the church should not be excluded upon the criterion of size.

7.2.2 The Presbyterian Church of Vietnam

Upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus that a visit should be made to the Presbyterian Church of Vietnam and a report presented to the officers, executive committee and central committee.

7.2.3 Ad hoc group to consider Pentecostal membership

Following the proposal of the permanent committee on consensus and collaboration, and upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to create an ad hoc group to carefully consider the increasing Pentecostal applications for membership as well as the openness of some Pentecostal churches for cooperation with the WCC.

The executive committee approved by consensus the following composition of the ad hoc group: Dr Agnes Abuom, Ms Anne Glynn-Mackoul, Metropolitan Dr Nifon of Targoviste, Bishop Samuel R. Azariah and Metropolitan Prof. Dr Gennadios of Sassima (all members of the permanent committee), and two Pentecostals from the Joint Consultative Group with Pentecostals to be appointed by the general secretary.

8 FINANCES

8.1 First presentation of financial matters

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a hearing session and invited staff members to make a first presentation of financial matters.

8.1.1 Preliminary financial report

Ms Elaine Dykes presented the audited results from 2009, noting that targeted results were achieved only after two reductions of budgeted expenditures.

Audited results 2009 compared with revised budget

	Unrestricted & Designated Fund		Restricted Funds		Total Funds	
	Dec 2009	*Revised Budget 2009*	**Dec 2009**	*Revisd Budget 2009*	**Dec 2009**	*Revised Budget 2009*
Income						
Membership contributions	5,887	*5,675*	-	*-*	5,887	*5,675*
Programme & Unrestr contributions	248	*227*	23,179	*23,684*	23,427	*23,911*
Investment and currency	190	*150*	822	*271*	1,012	*421*
Rentals, sales & misc income	3,989	*4,096*	1,947	*1,741*	5,936	*5,837*
Distribution of unrestricted inc	(5,887)	*(5,902)*	5,887	*5,902*	-	*-*
Total Income	**4,427**	***4,246***	**31,835**	***31,598***	**36,262**	***35,844***
Expenditure						
Grants	24	*40*	3,523	*4,074*	3,547	*4,114*
Staff costs	4,654	*4,629*	13,798	*13,899*	18,452	*18,528*
All other programme costs & trfs	3,912	*3,948*	10,666	*11,019*	14,578	*14,967*
Total costs before redistribution	8,590	*8,617*	27,987	*28,992*	36,577	*37,609*
Redistributed costs	(4,278)	*(4,449)*	4,278	*4,449*	-	*-*
Total costs after redistribution	**4,312**	***4,168***	**32,265**	***33,441***	**36,577**	***37,609***
Surplus / (deficit)	**115**	***78***	**(430)**	***(1,843)***	**(315)**	***(1,765)***
Opening balance	23,780	*23,780*	16,058	*16,058*	39,838	*39,838*
Surplus/(deficit)	115	*78*	(430)	*(1,843)*	(315)	*(1,765)*
Closing balance	**23,895**	***23,858***	**15,628**	***14,215***	**39,523**	***38,073***

Balance sheet December 2009

Assets	CHF 000s	Related Obligation	CHF 000s	Net assets/ (obligations)
Land & buildings	43,119	Mortgage loans & long term deferred income	23,979	19,140
Non-current asset investments	8,561	Endowment Funds	7,126	1,435
Current asset investments & cash	15,248	Programme Funds	5,717	9,531
Other current assets	2,459	Current liabilities	4,715	(2,256)
	-	Long-term provisions	1,170	(1,170)
Total assets available after deducting obligations				**26,680**

Covering Reserves composed as follows:

Restricted Funds

Restricted Fund for Fixed Assets	19,140	2,785	
Unrestricted & Designated Funds			
Designated Programme Fund		533	
Designated Fund for Fixed Assets		16,355	
General Reserve		7,007	**26,680**

Ms Dykes reported that 2010 is running according to budget so far. Unfavourable currency exchange rates continue to exert pressure on the council's finances. Mr Mark Johnson then noted that there is a recommendation for a revision to the 2010 budget, following from difficulties relating to exchange rates and from the costs related to staff reductions. He briefly reviewed the projections for future years, and drew attention to the other matters which will appear on the agenda of the finance sub-committee.

The executive committee received these reports with appreciation, shared questions and suggestions, and referred them to the finance sub-committee for further consideration.

8.1.2 Income development strategy

Dr Hielke Wolters presented the proposed *Income Development Strategy 2011-2013*. He noted that the strategy is grounded in the fundamental principle that the council is owned by the member churches, and that the programmatic work must be the rooted in the life of the member churches. The current paper describes an income development strategy which is realistic and which is integrated into the overall programmes and relationships of the council. Regarding membership contributions, Dr Wolters noted some concrete progress since the last meeting of the executive committee, and hoped that some of the issues that have emerged will be addressed.

The executive committee received this proposed strategy with appreciation, shared questions and concerns, and referred it to the finance sub-committee for further consideration.

8.2 Report of the finance sub-committee

Rev. Dr Walter Altmann moderated a decision session and invited Dean Anders Gadegaard to present the report of the finance sub-committee.

8.2.1 Financial results 2009

Finance sub-committee's narrative

The audited financial report 2009 presented total income of CHF 36.3 million and total expenditure and transfers of CHF 36.6 million. The net increase to unrestricted and designated funds was CHF 115,000 after having credited CHF 100,000 to the IEPC reserve as required by executive committee in February 2010. The accounts were approved and authorized for issue by the officers of the finance committee on 30 April 2010.

The sub-committee reviewed the comprehensive auditor's report issued by PricewaterhouseCoopers in May 2010. The report outlines the audit work and confirms that no significant concerns were raised during the audit.

Executive committee's decision

In accordance with the principle that executive committee acts on behalf of the central committee when the latter does not meet in a calendar year, and upon recommendation of the finance sub-committee, the executive committee approved the financial report 2009 by consensus.

8.2.2 Financial overview 2010

Finance sub-committee's narrative

The results to July 2010 presented a net surplus of CHF 1.1 million. Staff costs and infrastructure costs were slightly under budget, while programme direct costs were distinctly under budget, many programme activities being planned for the later part of the year. The sub-committee reviewed a report on investment returns and foreign currency revaluation losses to July. Net revaluation losses of CHF 70,000 were incurred because of the strengthening of the Swiss franc against both Euro and US dollar.

In July, the cost of "packages" related to staff reductions was estimated at CHF 262,000, this being an unbudgeted charge to unrestricted funds in 2010. It was also forecast that total income would be CHF 680,000 less than budget.

The original budget targeted an increase of CHF 704,000 in unrestricted funds. It was clear that this target could no longer be achieved, and that actions were required to revise costs to meet a lower target. The revised budget projects an increase to unrestricted funds of CHF 495,000. This was achieved by recognising that certain recruitments would be delayed to 2011, and by various reductions in direct costs budgets in programmes and finance, services and administration (FSA).

The sub-committee discussed the fact that even with the reduced target now proposed, the general reserves were projected to increase to CHF 8.5 million in December 2010, slightly exceeding the target set by the Funds and Reserves Policy.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus the revised budget for 2010, with total income of CHF 33.1 million, total expenditure and transfers of CHF 33.4 million, and an increase to unrestricted funds of CHF 495,000.

2010 Budget (revised)

In CHF millions	Results 2009	Approved Budget 2010	Revised Budget 2010 For approval
Funds & Reserves brought forward	**39.84**	**39.46**	**39.52**
Income			
Membership & other unrestricted contribns	5.88	5.44	5.50
Programme contributions	23.43	22.16	21.83
Other Income	6.95	6.18	5.77
Total Income	**36.26**	**33.78**	**33.10**
Expenditure			
Programme & other costs & transfers	18.13	17.11	16.70
Salaries	18.45	16.84	16.71
Total Expenditure	**36.58**	**33.95**	**33.41**
Net Income / Expenditure	**(0.32)**	**(0.17)**	**(0.31)**
Increase/(dec) Restricted Funds	(0.43)	(0.87)	(0.81)
Increase /(dec) Unrestricted & Designated Funds	0.11	0.70	0.50
Funds & Reserves carried forward	**39.52**	**39.29**	**39.21**

8.2.3 Cost-share model for office space at the Ecumenical Centre

Finance sub-committee's narrative

The sub-committee received a report on the efforts made to reach agreement on the cost-share model determining the price for use of office space by related organisations in the Ecumenical Centre. The office rental cost has been fixed for at least 14 years, while the cost of running the building has increased by 13% over the last ten years.

A report was presented to the related organisations with detailed appendices including an analysis of costs over the past ten years. The report made five recommendations or requests, including the reconvening of the house committee with a revised mandate, and the proposal to increase the office rental costs by CHF 38 per office per month over the next three years to reach the fair cost-share. Two meetings were held with the related organisations in May and August to discuss the report and respond to questions. A formal reaction to the report was requested by September 13.

In early September, it was reported that a meeting between general secretaries of organisations in the Ecumenical Centre resulted, among other matters, in an expressed appreciation of the analyses provided by WCC, and a commitment to find a way forward to resolve the cost-share issue in the interest of good stewardship of the building.

The sub-committee considered that it was a normal matter for rents to increase over such a long period, and the proposed schedule of increases seemed modest and conciliatory, since the required increases would be spread over three years.

There remains the concern that in their formal reaction to the proposal, the related organisations may not accept the proposed increase in the rental rate.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to request the general secretary to take leadership in implementing the fair cost-share model and to report on this subject in February 2011.

8.2.4 Budget 2011

Finance sub-committee's narrative

In February 2010 the sub-committee recognised that WCC would be "facing a critical moment in its programme and financial planning for 2011 to 2013". Since that date the commitment to address the challenge is witnessed in both the refocusing work and the decision to reduce staff numbers.

The draft budget includes total income of CHF 32.1 million compared to CHF 33.4 million projected in the framework budget 2011 and CHF 33.1 million forecast for 2010. At this stage the requests for contributions to funding partners have not yet been formally confirmed and budgeting work remains incomplete in particular areas such as the strengthening of the United Nations Liaison Office, reorganisation of communications, and FSA.

At present the draft budget includes a deficit of CHF 735,000 to be covered by general reserves but further actions are planned by the general secretary which will address some part of this budget risk.

The sub-committee reviewed the projections for the general reserves which are impacted not only by movements in the unrestricted funds but also by the level of WCC's investment in its buildings in any one year. In 2010, assuming an increase to unrestricted funds of CHF 495,000, the general reserves are projected to increase to CHF 8.5 million compared to the target of CHF 8.4 million. In 2011 the target for general reserves is estimated to decrease by CHF 0.5 million to CHF 7.9 million.

The sub-committee considered that it would be reasonable to apply general reserves to cover a programme deficit in 2011 for the following reasons. Firstly, it is important to recognise and support the efforts being made to refocus the programmes and to change working patterns with a reduced staff. Secondly, the opening position of general reserves in 2011 is estimated to be CHF 600,000 above target for the closing of that year.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to:

- require that the general secretary continue efforts to complete the draft budget by the end of November;
- accept that a programme deficit be authorised in 2011 to a maximum of CHF 400,000 to be covered by general reserves;
- delegate to the officers the authority to approve the budget 2011 at their meeting in December.

8.2.5 Central committee meeting 2011: detailed budget

Finance sub-committee's narrative

The executive committee had required that the detailed budget for central committee 2011 be reviewed by the finance sub-committee at this meeting, together with the controls to be applied to ensure that the limit of CHF 600,000 be respected.

The report highlighted anticipated reductions in costs of CHF 90,000 compared with 2009. The reductions are to be realised principally in translation and interpretation costs, and in meals and accommodation as a result of the reduction of one day in meeting time.

A review of reimbursements made in 2009 will be conducted by staff, to highlight any cases where there were exceptions to the *Policy with regard to travel expenses paid by WCC* in order that this information can be taken into consideration when addressing requests for reimbursements in 2011.

Central committee members will be informed that cash reimbursements will not be made at the meeting in order to reduce pressure to approve claims which are exceptions to the policy during the meeting. A "claims review committee" will be established to consider requests for exceptions to policy.

The finance sub-committee reaffirmed the fact that it should be possible to host the central committee meeting within the budget limit of CHF 600,000.

Executive committee's discussion

The executive committee discussed the fact that cash reimbursements will no longer be made, and raised concerns about the high cost of bank transfers for the recipient. The committee recognized the need to control costs, reduce the risks inherent in handling cash, and limit the number of last-minute exceptions to the travel reimbursement policies. The executive committee encouraged the staff to proceed in the way that has been envisioned, while also recognizing that there will always be the need for some exceptions.

8.2.6 Income Development

Finance sub-committee's narrative

The document *WCC Income Development Strategy 2011-2013* was discussed.

The sub-committee focused on the issue of membership contributions, noting that member churches contributed not only through membership fees, but also through programme

contributions, often provided first by the church to its specialized ministries, which then contribute to WCC according to their particular areas of concern and interest. In addition, member churches contribute through contributions "in kind". Annually, such donors are recognised by name in the financial report; however, it would be helpful to quantify the financial value of "in kind" contributions received.

The basis for calculating the fair membership contribution was discussed. On the one hand, the strategy paper stated that the contribution scheme had had a negative impact; on the other hand, the sub-committee agreed that a basis for assessing a fair contribution was necessary, and that a scheme which required that there be consultation with WCC in cases of difficulty promoted the quality of the fellowship.

The strategy paper had inspired positive reactions concerning possible giving in the form of special annual congregational collections. Further investigation would be made into the cultural and church models country by country.

Although concrete results are still to be obtained, work with foundations is continued, since relationships are now being developed and there is considerable potential for new sources of income.

In February, the executive committee had required that staff develop a network of partners active in the field of funding theological education to build up opportunities for funding students at the Ecumenical Institute. It was confirmed that the building of such a network is underway, and would be included in the fund-raising strategy for Bossey, which was developed with a division of responsibilities between IMD and Bossey staff.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to:

- adopt the WCC Income Development Strategy 2011-2013 (see Appendix IV);
- require that an analysis of membership contributions in relation to representation in the central committee be conducted, together with an analysis of trends and challenges identified by region and by families of churches, to be presented for review at the next meeting; and
- require that the adequate and appropriate staffing of the IMD department continue to be recognised as a priority.

8.2.7 10th Assembly financial planning

Finance sub-committee's narrative

The sub-committee reviewed a tentative financial profile for the assembly with total costs of CHF 8.8 million including preparatory work, compared with CHF 7.5 million in expenditure for the 9th Assembly.

The financial profile includes a substantial in-kind contribution from the host country and an estimate of the programme income which might be assigned through the planning of activities which would contribute to the assembly. The financial profile includes fundraising of CHF 4.8 million 2011-2013 to be generated from one supplementary

annual contribution from the member churches, additional contributions from specialised ministries and registration fees. In addition it is estimated that the assembly will record an opening balance of CHF 1.8 million in January 2011 derived from annual allocations of unrestricted income, contributions and the closing balance of CHF 0.6 million from the 9th Assembly.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to endorse the principle that a planned request be made to the member churches for a supplementary annual contribution for the assembly. There was some unease among members of the executive committee with this approach to assembly funding, as it gives the impression that the assembly is an "add-on" activity rather than a core aspect of the council's fellowship and programme. Rev. Graham McGeoch wished the minutes to record the objection of the Church of Scotland to the practice of the WCC of asking for supplementary contributions for the funding of the core work of the council.

8.2.8 Framework budget 2012-2013

Finance sub-committee's narrative

The framework budgets for 2012 and 2013 incorporate the financial projections included in the *Programme Plans Summary 2011-2013*. It was noted that while the framework budgets 2012-2013 included programme contributions of CHF 20.09 million the *WCC Income Development Strategy 2011-2013* included milestones amounting to CHF 19.2 million only.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to require:

- that the income projection in the framework budget 2012-2013 and the target income in the *WCC Income Development Strategy* be harmonised; and
- that expenditure be planned in accordance with expected income.

8.2.9 Capital expenditure plans and financing

Finance sub-committee's narrative

It was reported that the capital expenditure to July 2010 totalled CHF 548,000 compared to the year's target of CHF 3,109,000 because renovation works at Bossey began later than scheduled.

In February 2010, the capital expenditure limit for the Bossey conference facilities was set at CHF 6.3 million, reduced from CHF 7 million in anticipation of certain cost savings related to building materials and VAT.

Since that date, it was determined that there is no saving to be obtained from setting aside the "minergie" ecology label, since alternative products were not necessarily less expensive. The "minergie" quality standard will therefore be obtained. Following review with the VAT consultant, the possible VAT claim was estimated at 90% of the VAT paid, rather than the full value. In addition, it was determined that interest paid during the

construction period, estimated at CHF 65,000 should be capitalized, rather than charged to income and expenditure. As a result, the project cost is now estimated to be CHF 6.6 million.

Following changes in Swiss VAT law in 2010, and the decision to change WCC's VAT status, it was noted that a VAT claim of about CHF 215,000 has been made in relation to investments in the buildings from 2006 to 2009. This reimbursement was expected to be received in 2010.

The sub-committee reviewed the schedule *Financing capital expenditure 2009 to 2013; General Reserves,* noting the estimated favourable projections of general reserves in 2010 and 2011. It was confirmed that the limit for borrowing for the conference facilities remains at CHF 6.3 million.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to:

- Approve the reduced net limit for capital expenditure in 2010 at CHF 2,387,000
- Extend the limit for the Bossey conference facilities project to CHF 6.6 million.

8.2.10 WCC offices outside Switzerland

The sub-committee received the report on compliance with the policy on WCC offices outside Switzerland. It was noted that although there remain some issues to be resolved, there have been improvements and a significant reduction in risk since the report was last presented.

8.2.11 Report from the pension fund board

Finance sub-committee's narrative

The report from the pension fund board was reviewed. The financial situation had improved during 2009, the deficit being reduced from CHF 20.6 million to CHF 13.5 million. However, investment results for the year to date stand at zero, compared to the annual required return of 5%. Financial markets have been volatile, and prospects to year-end remain uncertain.

The sub-committee was disappointed that the report did not provide any concrete developments in response either to the request to consider conversion of the scheme to a defined contributions plan or to investigate the feasibility and cost of merging the fund with a large institutional scheme.

The sub-committee discussed the risk to the WCC presented by the financial situation of the pension fund. In Swiss law, the pension fund is independent of the employer, and can make no legal claim to the employer for coverage of the deficit. However, both KPMG and PricewaterhouseCoopers have advised that they consider that there is a risk that in the last resort, the employer would be required to fund the deficit.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to require:

- that there be a meeting of the four employers' representatives on the pension fund board to discuss the observations of the finance sub-committee and to plan action to meet executive committee's recommendations from the report of February 2010; and
- that a meeting between members of the finance committee and members of the pension fund board take place in February 2011 prior to the finance committee meetings to discuss the results of the studies addressing the longer term strategy for the pension fund.

8.2.12 Appointment of an officer of the finance committee

Following the assignment of Rev. Carmen Lansdowne to the audit committee, and upon recommendation of the finance sub-committee, the executive committee approved by consensus to appoint Ms Outi Vasko as an officer of the finance committee.

9 AUDIT COMMITTEE

9.1 First presentation from the audit committee

Rev. Dr Margaretha M. Hendriks-Ririmasse moderated a hearing session and invited Metropolitan Dr Nifon of Targoviste to present the report of the audit committee.

9.2 Action on recommendations of the audit committee

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session. The executive committee was reminded that the newly-reconstituted audit committee is mandated to report directly to the executive committee, and that its recommendations are not meant to be forwarded to the finance sub-committee. Metropolitan Dr Nifon of Targoviste then presented the action items arising from the audit committee report. The executive committee approved by consensus:

- to confirm the understanding of the audit committee that its report to the executive committee should consist of matters of materiality;
- to ask the finance sub-committee to take account of the comprehensive auditor's report 2009; and
- to appoint PricewaterhouseCoopers as the auditors of the World Council of Churches for the financial year 2010.

10 PUBLIC ISSUES

10.1 First presentation of public issues

Rev. Dr Margaretha M. Hendriks-Ririmasse moderated a hearing session and invited Dr Hielke Wolters to present a review of the actions on public issues taken since the last

meeting of the executive committee. Members of the executive committee expressed appreciation for the work undertaken during this period, and offered suggestions for continued action in various areas.

The council staff presented three matters for consideration for public issues during this meeting:

- Statement on free and fair elections in Myanmar
- Statement on the situation in Nigeria
- Statement on the referendum in Southern Sudan and the future of the peace process

Members of the executive committee proposed additional topics, and gave preliminary input to the draft statements that were prepared, for the consideration of the public issues sub-committee.

10.2 Report of the public issues sub-committee

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session and invited Ms Margareta Grape to present the report and recommendations of the public issues sub-committee.

10.2.1 Minute on the current situation in Pakistan

The executive committee approved the following minute by consensus:

Minute on the current situation in Pakistan

1. Pakistan currently faces a serious human crisis as the result of heavy floods. More than 17 million people have been uprooted and rendered homeless. More than twenty percent of Pakistan's agricultural land has been flooded, damaging all crops in an amount greater than the damage of the 2004 tsunami and 2005 earthquake in Pakistan.
2. The United Nations and Government of Pakistan have estimated the loss to be equivalent to $15 Billion. It has been reported that the support received as of 16 September was no more than one billion US dollars.
3. The WCC encourages its member churches to actively participate in supporting the humanitarian need of the people through their work with the respective churches or the development agencies.
4. It is noted that religious discrimination due to the abuse and misuse of the Blasphemy Laws continue to remain a reality, resulting in the recent murder of two Christian pastors. The WCC general secretary has already brought this to the attention of the President and Prime Minister of Pakistan.
5. The recent plan by a US pastor to burn the Quran was denounced by the WCC and churches worldwide. We consider even the threat of this act contrary to the principles and teaching of the Christian faith. It has resulted in Christians in Pakistan being threatened with attack and damage being done to churches.

6. The WCC regrets the recent destruction of three churches by explosions in the province of Pukhtunkhawa on 11 and 12 September 2010.

Therefore, the executive committee of the World Council of Churches, meeting in Musselburgh/Edinburgh, Scotland, 14-17 September 2010:

A. *Reiterates* its expression of solidarity and support to the humanitarian needs of the displaced people of Pakistan due to the floods;

B. *Reminds* WCC member churches and related agencies to continue to respond to the urgent humanitarian situation;

C. *Urges* political and religious leaders of Pakistan to continue making efforts to prevent the abuse and misuse of the Blasphemy Laws, promoting an environment of peace, trust and justice;

D. *Requests* churches in Europe and the United States to impress upon their members and societies to avoid hurtful religious sentiments of other faith communities, and in this particular case that of Islam.

10.2.2 Statement on the upcoming referendum in Southern Sudan

The executive committee approved the following statement by consensus:

Statement on the upcoming referendum in Southern Sudan

1. The Executive Committee of the World Council of Churches meeting 14-17 September, 2010, in Musselburgh/Edinburgh, Scotland, calls on all parties in Sudan to adhere to Sudan's Comprehensive Peace Agreement (CPA), keep to the timetable for the upcoming referendum and assure security for all people.
2. Sudan has experienced one of the longest-running conflicts in Africa. The conflict between north and south Sudan lasted four decades, killed more than 2 million people, destroyed the infrastructure of the country, eroded its economic resources and caused suffering to millions of people.
3. With the signing of the CPA in 2005 this prolonged war ended. The CPA was the result of tireless diplomatic efforts led by the East African regional organization, Intergovernmental Authority on Development (IGAD) and was supported and accompanied by the international community. The CPA has been considered one of the most successful diplomatic efforts in recent years. Even with the international community's support and efforts the CPA was nonetheless a Sudanese agreement and became a major step forward by the leadership of both the rebel Sudanese People's Liberation Movement (SPLM) and the National Congress Party (NCP)-led government in Khartoum.
4. The CPA established a framework with a six-year transition period guaranteeing *de facto* autonomy for Southern Sudan, a unity government in Khartoum and incorporated agreements on security, boundaries, revenue sharing from southern oil fields and the administration of three contested areas straddling the north and the south. Under a new constitution that emerged from the CPA, national elections were held in April 2010. As per the agreement, Southern Sudan is scheduled to hold a self-determination referendum in January 2011.

While the WCC and its member churches continue to pray for a solution that will bring lasting peace and reconciliation in Sudan, the executive committee of the World Council of Churches, meeting in Musselburgh/Edinburgh, Scotland, 14-17 September 2010:

A. *Calls* all those concerned to work for free, fair and peaceful referendum in 2011 and for referendum guarantors to ensure that the referenda are held on 9th January 2011 as provided for in the CPA and agreed upon in the Referendum Acts of December 2009;

B. *Urges* the NCP, the SPLM and all political parties and the people of Sudan to fulfil their obligations in the spirit of the CPA and for the guarantors of the CPA (the UN, USA, Britain, Norway, AU and IGAD) to increase their engagement to reach a solution for lasting peace;

C. *Extends* support and encouragement to the churches of Sudan in their continued public witness and efforts towards peace and reconciliation in the Sudanese society;

D. *Appeals* to WCC member churches and related agencies to, as matter of urgency, provide necessary support to the Sudan Council of Churches and the people of Sudan to contribute to a peaceful process towards free and fair referenda.

10.2.3 Statement on the situation in Nigeria

The executive committee approved the following statement by consensus:

Statement on the situation in Nigeria

1. Nigeria – the most populous country in Africa, a global oil producer, a leader in the Economic Community of West African States (ECOWAS), and a major peacekeeping contributing country – has been wracked by a series of crises. The country has been characterized as deeply divided in which major political issues are violently contested along the lines of the complex ethnic, religious and regional divisions. Although the nation has annual oil revenues in the billions of dollars, the majority of Nigerians live on what amounts to less than a dollar a day.

2. While democracy permits greater freedom of religious expression in Nigeria in the post-military regime, frictions between ethnic groups have been increasing in several parts of the country. The ethnic conflicts and disputes over land and resources often crystallize as religious conflicts. During the past few years thousands of people have been killed in ethnic clashes and communal violence. Behind these conflicts lie the economic and political interests of the elite in each state.

3. Many Nigerians consider that the real reason for the violence is not ethnic or religious difference but the greed for land, control of resources and political clout. Poverty, joblessness and corrupt politics drive religious extremists from both sides to commit horrendous atrocities. Politicization of religion and the rise of religious fundamentalism are increasing trends in many parts of the country.

4. The Plateau State in northern Nigeria is often affected with horrendous inter-ethnic clashes. Earlier in 2010 more than 500 people were killed in communal violence near the city of Jos. What began as a competition between Muslim cattle herders from the north and Christian farmers from the south was portrayed as a religious conflict. Although religion plays a major role in the context, the fact remains that the real

reason for the conflict is between settled, indigenous farmers and nomadic herdsmen who belong to different religious groups.

5. Meanwhile the competition for oil wealth has been fuelling violence between different ethnic groups further south in the Niger Delta. The situation has intensified militarization in the entire region. It is commonly perceived that the militia groups and gangs have sufficient firepower seriously to challenge the authority of Nigeria's military and police forces. The plight of the Ogoni people in the Niger Delta is another major problem, which has yet to be resolved.

6. The World Council of Churches (WCC), the ecumenical movement and wider international community have been highlighting the ethnic and environmental rights of the Ogoni people at various international fora.

7. The absence of law enforcement mechanisms and increase in criminal activities and social disintegration are major concerns to Nigerians. Human rights groups and civil society organizations have pointed out serious violations of human rights, especially extrajudicial executions, enforced disappearances and other unlawful killings in several parts of the country. In any context where human rights and human dignity have been systematically abused, victims and witnesses deserve to be protected and any evidence gathered needs to be preserved. However, experiences in Nigeria have proved that victims of crimes and human rights violations are fearful of seeking justice because of growing impunity from prosecution enjoyed by those perpetuating crimes. It is imperative, therefore, to determine whether crimes have been committed which fall within the purview of the International Criminal Court (ICC), especially since Nigeria is party to the Rome Statute of the International Criminal Court.

8. The World Council of Churches and its member churches in Nigeria have been concerned about the deteriorating situation there. On several occasions recently, WCC general secretaries have expressed their concern to the authorities in Nigeria and also expressed pastoral solidarity to churches in the country. In May 2010 the WCC organized a Living Letter Team visit to Nigeria in collaboration with the All Africa Conference of Churches (AACC) and the Christian Council of Nigeria (CCN). The team visited the conflict-affected areas in the Plateau State and the capital of the country, met with various church and ecumenical leaders in the country and also with the victims of human rights violations in Jos. Nigeria requires honest and capable leadership and good governance to reduce the level of unemployment, poverty, oppression, domination and marginalization and to raise the standard of living for all Nigerians.

While the WCC continues to be concerned about the situation in Nigeria, the executive committee of the World Council of Churches, meeting in Musselburgh/Edinburgh, Scotland, 14-17 September 2010:

A. *Calls* on all ethnic and religious groups to support and encourage peace and reconciliation, communal and religious harmony, at all levels in Nigerian society;

B. *Expresses* its grave concern concerning extrajudicial executions, enforced disappearances and other killings in Nigeria;

C. *Urges* the government of Nigeria to act promptly to investigate, prosecute and take action against those responsible for the crimes;

D. *Urges* the federal and state governments to take adequate measures to ensure the rule of law and to reassure the victims on all sides, in order to rebuild the confidence of the communities that government cares about their well being;

E. *Requests* member churches, ecumenical agencies and councils of churches to keep the situation in Nigeria under close review and to advocate with their respective governments and regional and international governmental bodies to help the Nigerian government make qualitative differences in improving the human rights situation, good governance and democratic principles;

F. *Encourages* the churches in Nigeria in their witness for human rights, justice and peace in Nigeria through interfaith efforts to promote peace, reconciliation and overcoming of violence;

G. *Assures* the churches in Nigeria of the fervent prayers and support of the WCC as they continue to bear witness and assume the burden of costly discipleship.

10.2.4 Statement on free and fair elections in Myanmar

The executive committee approved the following statement by consensus:

Statement on free and fair elections in Myanmar

1. Myanmar has been under military rule since 1962. During this time the government has been reduced to an amalgam of agencies serving various purposes of a military agenda. The challenges faced by the people of Myanmar are multifaceted and complex. The country has been entrenched in ethnic, political and armed conflicts between the repressive ruling military regime, political opponents and ethnic groups, resulting in the displacement of over 3.5 million people.

2. Human rights abuses have been systemic over the years. The militarization of society and politics, social and political control of local administration, and non-independence of the judiciary are reasons for intensifying systemic violations of the civil and political rights of its citizens. The courts' function is subordinate to the executive, and they can neither function in accordance with the laws that they are supposed to uphold, nor can they function in a manner that can defend, let alone implement, human rights. The socio-economic and political situation in Myanmar continues to be a serious concern to the international community.

3. In 2008, the government of Myanmar pushed for a new constitution through a referendum that lacked credibility. The referendum was conducted even as the country faced its worst natural disaster, Cyclone Nargis, in which more than one hundred thousand persons perished and tens of thousands of others were left without homes.

4. There has been much criticism about the way the new constitution was introduced. The new constitution is designed to ensure the continuation of the status quo with semi-elected parliaments at the national and regional levels, in which the military will hold a quarter of all seats and exercise authority through key governmental positions.

5. Under its provisions, it appears that the armed forces are placed outside judicial authority and will be the constitution's guardian. Under the new constitution, all rights are qualified with ambiguous language permitting exemptions of the state's choosing, the revocation of rights at any time and suspension of rights during a state of emergency. These qualifications will render meaningless all guarantees of rights.

6. The last democratic election in the country was held in 1990, but the military dictatorship refused to acknowledge the landslide victory of the National League for Democracy (NLD) party led by Aung San Suu Kyi. Following the adoption of a new constitution, a Political Parties Registration Law was introduced early this year. The date was announced for holding an election for the first time in twenty years, now scheduled to take place on 7 November 2010. Restrictive provisions of the Political Parties Registration Law will assure that many imprisoned dissidents will be excluded from the election process. Aung San Suu Kyi, the leader of the NLD who has been sentenced to house arrest for many years, will not be able to contest the forthcoming election. The NLD, which had refused to take part in the election, was also disbanded.

7. The new constitution has innumerable flaws and does not promise to ensure inclusive, free and fair elections. It is perceived by national and international observers that, if the elections are conducted within the framework of a questionable constitution and according to the restrictive provisions in the Political Parties Registration Law, the military's power will only be entrenched even after the election. As the constitutional provisions reserve a quarter of the seats in national and regional legislatures for the military, it will create a powerful national defence and security council controlled by the commander-in-chief, who can wield extraordinary powers.

8. In Myanmar, which has been ethnically, socially and politically divided, any national reconciliation and democratic transition process should be based on essential processes that will uphold the fundamental freedoms and rights of all citizens. It is the responsibility of a credible government and an independent election commission to create favourable conditions to allow free participation of all citizens in the elections.

9. Multiparty representation and unobstructed participation in the electoral process, a free media, freedom of expression and an independent election commission are fundamental parts of a free and fair election process. While the top military leaders have stepped down from their positions to contest in the election, several opposition politicians still are being held as prisoners. Even before the date of the elections was announced, the military-backed 'Union Solidarity and Development Party' began to campaign across the country, including on all state-owned television channels and other government-controlled media.

10. The international community has unequivocally stated that unless all political prisoners are released and allowed full participation in the campaign and polling process, the elections will have neither legitimacy nor credibility. Various governments and international and regional civil society organizations have stated that the planned elections cannot be free and fair under existing conditions. Specific constitutional provisions reserve seats for the military in both houses of parliament and key ministries, which ensures that current and former military officials will dominate when a new government is formed.

Against this background of mounting concerns about the situation in Myanmar, the executive committee of the World Council of Churches, meeting in Musselburgh/Edinburgh, Scotland, 14-17 September 2010:

A. *Urges* the Myanmar authorities to take adequate measures to hold inclusive, free and fair elections, allow for the presence of international election observers, release all political prisoners without delay, respect fundamental freedoms for all, and that military rulers amend electoral laws to allow political equity;

B. *Requests* the ASEAN (Association of South East Asian Nations) countries to call on the authorities in Myanmar to ensure that the election is free, fair and effective as a mechanism to further accelerate progress in the implementation of the roadmap for national reconciliation and democracy.

10.2.5 Situation of the churches in Iraq

Upon recommendation of the public issues sub-committee, the executive committee approved by consensus:

- to receive the letter dated 9 September 2010 from Athanasios Toma Dawod, Patriarchal Vicar of the Syrian Orthodox Church in the UK to Rev. Dr Olav Fykse Tveit, WCC general secretary, concerning the situation of the churches in Iraq;
- to refer the letter to the Churches' Commission on International Affairs for consideration at their next meeting in early October 2010; and
- to ask the general secretary to ensure that appropriate action is taken in response, including reviewing again the possibility of a visit to Iraq.

11 NOMINATIONS

11.1 First presentation of nominations

Rev. Dr Margaretha M. Hendriks-Ririmasse moderated a hearing session. Mr Georges Lemopoulos presented the document regarding the various nominations which require action at this meeting. The executive committee received the document and referred it to the staffing and nominations sub-committee for further consideration.

11.2 Action on nominations

Rev. Dr Walter Altmann moderated a decision session and invited H.E. Metropolitan Prof. Dr Gennadios of Sassima to present the report of the staffing and nominations sub-committee regarding nominations.

11.2.1 Central Committee

Following the retirement of Right Rev. Thomas Butler (Church of England) and upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- forward the name of Right Rev. Dr Peter Forster, Bishop of Chester, to the central committee meeting in February 2011 for decision; and

- instruct the general secretary to invite Bishop Forster to the central committee meeting pending confirmation.

11.2.2 Assembly Planning Committee

Following the notification that Ms. Kirsten Lund Larsen (DanChurchAid, representing specialized ministries) is unable to serve, and upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- forward the name of Mr Jorgen Thomsen (DanChurchAid) to the central committee meeting in February 2011 for decision; and
- instruct the general secretary to invite Mr Thomsen to the meeting of the assembly planning committee pending confirmation.

11.2.3 Faith and Order Standing Commission

Following the withdrawal of Dr Neville Callum from the commission and upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- forward the name of Rev. Dr Glenroy Lalor (Jamaican Baptist Church) to the central committee meeting in February 2011 for decision; and
- instruct the general secretary to invite Dr Lalor to the meeting of the standing commission pending confirmation.

11.2.4 Joint Consultative Group between the WCC and Pentecostals

Following the withdrawal of Rev. Tuija Mannström and Mother Superior Theoxeni from the group, and upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- forward the names of Rev.Marjut Haapakangas (Evangelical Lutheran Church of Finland) and Dr Konstantinos Kenanidis (Ecumenical Patriarchate) to the central committee meeting in February 2011 for decision; and
- instruct the general secretary to invite Ms Haapakangas and Dr Kenanidis to the meetings of the group pending confirmation.

12 Assembly Matters

12.1 First presentation of assembly matters

Rev. Dr Margaretha M. Hendriks-Ririmasse moderated a hearing session. Rev. Dr Martin Robra presented materials related to the assembly and noted that several key decisions are required at this meeting, including the dates of the assembly and the terms of reference of the assembly planning committee. H.E. Metropolitan Prof. Dr Gennadios of Sassima, moderator of the assembly planning committee, expressed his appreciation for the assembly staff group. He noted that the Korean partners are working diligently on the nomination of a national assembly coordinator and articulation of potential themes. Ms Hae-Sun Jung, vice moderator of the assembly planning committee, spoke to the discussion about dates and presented the recommendation from the Korean churches that

the assembly be held 3-12 October 2013, with arrival on the 2nd and departure on the 13th. The executive committee referred assembly matters to the staffing and nominations sub-committee for further consideration.

12.2 Action on assembly matters

Rev. Dr Walter Altmann moderated a decision session and invited H.E. Metropolitan Prof. Dr Gennadios of Sassima to present the report of the staffing and nominations sub-committee regarding the assembly.

Upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- determine that the dates of the Assembly shall be 2-13 October 2013, including arrival and departure days;
- approve terms of reference for the Assembly Planning Committee (see Appendix V).

13 PROGRAMME

13.1 Programme highlights

Rev. Dr Margaretha M. Hendriks-Ririmasse moderated a hearing session and invited Dr Hielke Wolters to present programme highlights. Dr Wolters drew attention to items of particular note in the programmatic activity since the last meeting of the executive committee, and asked executive committee for advice on certain key questions. Rev. Dr Martin Robra and Rev. Dr Olav Fykse Tveit added some comments regarding the significant outcomes of the Edinburgh 2010 mission conference, particularly in breaking down some historic suspicions between ecumenism and evangelism. Members of the executive committee offered comments and reflections on the experience of some member churches with the Edinburgh event.

With appreciation for both the comprehensiveness of the reporting and the specificity of the items needing executive committee attention, the committee referred programme matters to the programme sub-committee for further consideration.

13.2 Programme plans

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a hearing session and invited Dr Hielke Wolters to present programme plans. Dr Wolters shared the results of the refocusing process initiated by the central committee in August/September 2009; these results have deeply informed the programme plans for the period 2011-2013. The executive committee appreciated the amount of work done in the refocusing process and programme planning, and referred these items to the programme sub-committee for further consideration. Members of the executive committee are welcome to submit their comments to the programme plans to Dr Wolters in the coming weeks.

13.3 Action on programmes

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session and noted that Ms Lois McCullough Dauway, the moderator of the programme sub-committee, was

not able to participate in the meeting. Rev. Dr Walter Altmann moderated in her stead, and presented the report of the sub-committee.

13.3.1 Introduction

Programme sub-committee's narrative

The sub-committee started its session thinking of its moderator, Ms Lois McCullough Dauway, who had been brought to hospital the night before. The sub-committee hopes and prays for her full and speedy recovery.

The moderator of the central committee, Rev. Dr Walter Altmann, took her place as moderator of the sub-committee, which included Ms Margareta Grape, Fr Mikhail Gundyaev, and Pastor Antonio P. Malungo. Rev. Dr Tyrone Pitts was visiting Lois McCullough Dauway and was not able to participate. Ms Outi Vasko was invited to join the finance committee. The sub-committee was accompanied by Rev. Dr Hielke Wolters and Rev. Dr Martin Robra.

The agenda was discussed and approved.

13.3.2 Programme Highlights

Programme sub-committee's narrative

The programme highlights had been presented in the executive committee. The sub-committee further discussed the following issues:

- The work of the continuation committee on ecumenism in the 21st century needs to be re-assessed taking into consideration the formation of the assembly planning committee in its new composition and the work of the governance review continuation group which overlap partly with the work of the committee and build on it.
- The sub-committee noted with appreciation the growing interrelation between mission and unity in the work of the programme. The need for further reflection on the relation between mission and development was acknowledged. Also further work is needed to convene mission agencies on their ecumenical responsibility towards churches beyond their direct partner relationships.
- The sub-committee discussed new possibilities of strengthening the WCC United Nations liaison office in New York. The cooperation with ACT Alliance concerning the UN liaison office and in the field of advocacy was welcomed with the clear understanding that the WCC provides the leadership for the office and the global advocacy agenda.
- Different models of advocacy were discussed (lobbying, diplomacy, representation) and the need to strengthen the diplomatic component in the work of the office (the embassy function) was affirmed.
- The sub-committee affirmed the importance of inter-religious dialogue and cooperation in the work of the WCC. It discussed the inter-religious dialogue and cooperation approach and agenda as it responds to the changing realities and needs of the churches. It also highlighted the need to more fully engage the

existing expertise and experience in many churches on inter-religious dialogue and asked if the WCC could play more of a convening role in this area of work for its member churches and ecumenical partners.

Executive committee's decision

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to:

- call for a joint meeting of members of the continuation committee with representatives of the APC and the governance group in order to clarify the specific contribution by the continuation committee with its theological expertise and close links to ecumenical partners;
- welcome the steps taken by the general secretary to strengthen the UN liaison office as an important instrument of the WCC's integral approach to public witness;
- encourage an assessment of the effectiveness of the methodologies and different instruments used in the area of public witness;
- encourage the general secretary and staff to continue to re-shape the WCC's work in the area of inter-religious dialogue and cooperation and to explore further how all programme areas can include inter-religious dialogue and cooperation in their respective areas of work, keeping in mind the important convening role the WCC has in this area, the need to explore efficient methodologies in response to the burning issues of today, and providing space for meetings with church leaders and leaders of other faiths and religions.
- welcome an initiative to hold in inter-Orthodox consultation, hosted by the Church of Cyprus, for preparation of a joint response to the Faith and Order document *Nature and Mission of the Church.*

13.3.3 Reports of Committees and Commissions

Programme sub-committee's narrative

The sub-committee received the reports of the committees and commissions as presented in document 21a with appreciation. The sub-committee noted the ongoing change in perceptions of the WCC by ecumenical partners who see that the WCC is genuine in listening to and consulting with them, thus facilitating greater cooperation and effectively taking a lead on behalf of the member churches and the one ecumenical movement.

Reflecting on the presence of the CC moderator in the meeting of the CWME commission in Edinburgh and the deep appreciation expressed by the commission, it is necessary to emphasize more the important role of committees and commissions in the life of the council. The proposed direction by the governance group acknowledges the crucial contribution by the commissions for different areas of work.

Executive committee's decision

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to:

- receive the reports of the committees and commissions with appreciation;
- encourage the WCC officers to participate in meetings of the commissions whenever possible.

13.3.4 Report on Edinburgh 2010

Programme sub-committee's narrative

The discussion of the report in the executive committee showed the need for a revision and deeper reflection on the lessons learned in the preparatory process and the event itself.

Executive committee's decision

In line with the recommendation made by the executive committee in February 2010 and upon recommendation of the programme sub-committee, the executive committee approved by consensus to ask the general secretary to revise the report and present it to the programme committee of the central committee in February 2011.

13.3.5 Report on the refocusing process

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to:

- receive the report on the refocusing process with appreciation while acknowledging that it represents first results of the process;
- confirm the direction taken, and encourage further steps to be taken.

13.3.6 WCC Summary Plans 2011-2013

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to:

- express its appreciation for the efforts made to refocus the work and the signs for a shift in methodologies and approaches which have the potential to bring the council closer to the member churches and ecumenical partners, and
- request the general secretary to send an e-version of the summary plans 2011-2013 to executive committee members with the invitation for comments until the end of October; a revised version to be presented to officers in December, including the updated budget figures for 2011 before the document is sent to executive committee and central committee members for the meeting in February 2011.

13.3.7 Cooperation between WCC and ACT Alliance

Programme sub-committee's narrative

The sub-committee appreciates the amount of confidence that has been built between the WCC and the newly founded ACT Alliance. There is a growing understanding of the complementarily of roles of the WCC and ACT Alliance in the ecumenical movement. It should be emphasized that ACT cannot alone represent the entire diaconal responsibility of churches and the WCC, but fulfils a specific role in the areas of development and humanitarian assistance. An area of concern is the relation between churches which do not

meet the membership criteria of ACT Alliance and the specialized ministries which are members, especially in situations of disasters. The strengthening of inter-religious cooperation in multi-religious situations, like Pakistan, is helped by the visibility of humanitarian assistance reflecting the commitment of the Christian community and the churches.

It is important that WCC and ACT Alliance work together in serving the churches and communities in different countries around the world.

Executive committee's decision

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to:

- receive the document with appreciation affirming its general direction;
- encourage the general secretary to present a proposed policy on cooperation between the WCC, its member churches, and ACT Alliance in areas of diakonia and advocacy, building on the document already presented to the executive committee, for consideration of the central committee in 2011;
- welcome further exploration of possibility of inviting the ACT Alliance to hold its second assembly concurring with the WCC assembly in 2013 in Busan as a clear signal of the close cooperation.

14 INTERNATIONAL ECUMENICAL PEACE CONVOCATION (IEPC)

14.1 First presentation of matters related to the IEPC

Rev. Dr Margaretha M. Hendriks-Ririmasse moderated a hearing session and invited Mr Jonathan Frerichs to present matters related to the International Ecumenical Peace Convocation. He shared an update on all aspects of planning and preparation, and executive committee members offered comments and reflections. Matters related to the IEPC were referred to the programme sub-committee for further consideration.

14.2 Action on IEPC matters

14.2.1 Programme aspects of the IEPC

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session. Rev. Dr Walter Altmann presented the report of the programme sub-committee regarding the IEPC.

Programme sub-committee narrative

The sub-committee took note of the list of speakers for the IEPC as it stands at this point in time. The sub-committee appreciates the progress made regarding the preparations of the event as a whole in recent months.

The question was raised if at least some of the preparatory material (e.g. liturgies for May 22, Bible studies, etc.) could not also be made available in other important languages that are not working languages of the WCC. Could this be done in closer co-operation with member churches in different regions?

Executive committee discussion

Members of the executive committee requested to be given information on the proposed speakers for the convocation. The necessary information was distributed, and comments are to be directed to the general secretary.

14.2.2 IEPC financial planning

Rev. Dr Walter Altmann moderated a decision session and invited Dean Anders Gadegaard to present the report of the finance sub-committee regarding the IEPC.

Finance sub-committee's narrative

The draft budget of CHF 1.6 million for the IEPC event planned for 1,000 participants was reviewed.

Following a meeting in Jamaica in early September, firm estimates had been incorporated for rental of the facilities, including the meeting hall, residences and catering facilities. General estimates are included for other budget lines, such as medical services and transportation between residences and the meeting halls. A contractual agreement is to be signed with the University of the West Indies by the end of September confirming the terms for use of the facilities. Before finalizing the contract, a careful assessment will be made of both the remaining income collection risk, and the estimated number of participants based on applications received.

The sub-committee was particularly concerned about the estimated gap of CHF 170,000 between contributions to be collected from member churches, and the amount pledged to date.

Remaining points for action include development of the communications budget, the strengthening of the local coordinator's office with additional staff capacity, and formal delegation of authority to the local co-host to undertake contracts for services on behalf of WCC.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to require that:

- a communication concept be developed for the IEPC, and that it then be assessed whether some reduction from the limit of CHF 100,000 in costs might be achieved; and
- the possibility of reducing translation and interpretation costs be evaluated by considering various options such as limiting the number of languages or using radio headsets.

15 Ecumenical Declaration on Just Peace

15.1 Presentation of the second draft of the ecumenical declaration on just peace

Rev. Dr Margaretha M. Hendriks-Ririmasse moderated a hearing session. Mr Jonathan Frerichs presented the second draft of the Ecumenical Declaration on Just Peace (EDJP), as developed by a drafting group which met in Bogotá, Colombia in March 2010. Input

has been received on this draft, and it will be revised at a meeting in September/October 2010 in Lebanon. The intention is that the central committee in February 2011 will discern whether the third draft is mature enough to be sent to the churches for study, with the hope that a final declaration will be forwarded by the central committee and adopted by the 2013 assembly. The IEPC will be a milestone in the process of developing a strong consensus document, but will not be a decision-making moment regarding the text.

Mr Frerichs explained the content of this draft, and noted that the first draft is being transformed into an extended resource document which will serve as a companion to a sharp and concise declaration. The executive committee discussed the content of the second draft and made comments and suggestions for improvement. The executive committee referred the EDJP process and content to the programme sub-committee for further consideration.

15.2 Action on the EDJP

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session. Rev. Dr Walter Altmann presented the report of the programme sub-committee regarding the EDJP.

Programme sub-committee's narrative

In order to avoid misunderstandings, the sub-committee affirms that a revised draft of the declaration will be discussed and approved for further circulation by the central committee of 2011. There will be opportunities to discuss the text and test its meaning and relevance in different contexts during the IEPC. A final draft will be brought to the central committee in 2012 for approval and the decision how it will feature during the assembly.

The sub-committee also expects that the relationship between the draft declaration and the accompanying document is spelled out clearly and explained to all who are interested in the process. The clear distinction between the two documents allows for an even stronger focus of the declaration on the theme of just peace. Some of the misunderstandings concerning the relation between the declaration and the IEPC might be due to the references to the themes of the IEPC in the declaration.

Executive committee's decision

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to:

- ask the general secretary to ensure that the declaration with a clear focus on just peace be more deeply grounded in theological and ecclesiological reflections, further elaborating the churches' commitment to just peace and recognising the existing realities of violence and conflict as they affect churches and communities in different regions. The relationship between justice and peace will be more clearly explained.
- ask the general secretary to bring a revised text of the draft declaration to the officers meeting in December 2010.

16 BOSSEY MATTERS

16.1 Bossey facilities management

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a hearing session. Mr Jean-Nicolas Bazin presented policy recommendations on the management of facilities at the Ecumenical Institute at Bossey. Mr Georges Lemopoulos further elaborated on the intention of the proposed policies. The executive committee received these recommendations with appreciation and referred them to the finance sub-committee for further consideration, with a request to other committees to offer feedback, if any, to the finance committee early in its meeting.

16.2 Bossey programme

Rev. Dr Walter Altmann moderated a hearing session and invited Rev. Dr Ioan Sauca to present matters related to the Bossey programmes. Members of the executive committee were very encouraged by the information received regarding Bossey programmes, and referred these matters to the programme sub-committee for further consideration.

16.3 Action on Bossey matters

16.3.1 Ecumenical Institute conference facilities

Rev. Dr Walter Altmann moderated a decision session and invited Dean Anders Gadegaard to present the report of the finance sub-committee regarding Bossey conference facilities financial matters.

Finance sub-committee's narrative

The building permit for the renovation of the barn had been obtained in June and the building permit for the conference hall is expected to be delivered by the end of September. The car park has been built.

There are no significant changes to the plans presented in February 2010 and a staff group has been formed with representatives from the Ecumenical Institute, FSA and the Friends of Bossey to oversee the development.

Some adjustments to the capital expenditure limits are described in 8.2.9 above.

The finance sub-committee reviewed the *Report on the Policy on Managing the Ecumenical Institute at Bossey.* The sub-committee was concerned that the policy provide the conditions for meeting the requirements of good stewardship. In order to ensure transparency and to respect the fund categories, it was planned to segregate the income and expenditure of the guest house and conference facilities from the academic and programmatic activities while respecting the principle that the director of the Institute be responsible for all aspects of management.

No comments on the policy were received from other committees.

Executive committee's decision

Upon recommendation of the finance sub-committee, the executive committee approved by consensus to require that the finance sub-committee review implementation of the policy in September 2011.

16.3.2 Refocusing the Bossey programmes

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session. Rev. Dr Walter Altmann presented the report and recommendation of the programme sub-committee regarding Bossey programmes.

Programme sub-committee narrative

The programme sub-committee received with appreciation the document on refocusing the Bossey programmes. It is encouraging to see that the work of Bossey is described and located in the wider global context and that stronger cooperation with theological institutes around the world is explored.

The sub-committee discussed need for more students from the North. It also reflected on the need to revisit the relation between Bossey and the Ecumenical Theological Education programme once the ETE restructuring process has resulted in new directions.

Executive committee's decision

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to receive the document "Refocusing the Bossey programmes" and affirm the direction taken.

17 GOVERNANCE MATTERS

17.1 Progress report from the governance review continuation group

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a hearing session and invited Ms Arja Birgitta Rantakari (co-moderator) and Dr David Goodbourn (rapporteur) to present a progress report on the work of the governance review continuation group since the last meeting of the executive committee (see Appendix VI). Rev. Dr Olav Fykse Tveit summarized the consultative process he had undertaken in order to hear more clearly the thoughts and desires of the member churches and related constituencies regarding the governance profile of the World Council of Churches. So far, responses seem to affirm the general direction of the governance group's work. The group continues to explore creative ways to embrace changes in the council's governing structures in order to best embody the life and witness of the council into the future.

The group is now proposing specific changes, including a name for the successor body to the central committee, the roles and composition of that body, its style of meetings, and consequential changes to the executive committee, programme committee, commissions and the assembly. One aspect of their work has been to consider the structural linkages between the WCC and ACT, and some specific recommendations were made on that matter. There are still several significant topics yet to be articulated by the group. After receiving feedback from this executive committee meeting, the governance review continuation group will further develop its proposals for presentation to the central committee in February 2011.

The executive committee engaged in substantive discussion on the matters presented from the governance review continuation group and referred them to the staffing and nominations sub-committee for further consideration.

17.2 Action on governance matters

Rev. Dr Walter Altmann moderated a decision session and invited H.E. Metropolitan Prof. Dr Gennadios of Sassima to present the report of the staffing and nominations sub-committee regarding governance matters.

Staffing and nominations sub-committee narrative

The staffing and nominations sub-committee confirms the creation of a constitutional committee as it was proposed by the central committee in 2009. This should be composed of a maximum of five, including members of the governance group. The mandate of the committee would go until the assembly. Their final report will be presented to the 2012 central committee. The constitutional committee should work in close collaboration with the governance group.

The sub-committee forwards to the governance group the following suggestions for further consideration:

- The proposal of rotating membership in the executive committee should be given more attention. Further clarification is needed. The governance group is asked to explore and provide different existing examples.
- The proposed title "WCC conference", instead of central committee, should be left open for other proposals/alternatives, further elaboration needed, test translation into other languages and implications.
- The initiative to reduce the members of the central committee to 100 is welcome as a proposal. This should be explored in detail before the central committee 2011, particularly in regard to proper representativeness and balances in the WCC. The ratio between members and delegated observers is mostly too big.
- The change of central committee meetings to bi-annual cycle will have positive financial effect. The current rhythm of the executive committee meeting twice a year should be retained.
- An assessment of the financial implications should be presented to the central committee in February 2011.
- More work on the size, role and functions of the commissions is needed.

The sub-committee encouraged the intention to review the structures and by-laws of Faith and Order. This work should be done in close collaboration with the governance group.

Executive committee's decision

Upon recommendation of the staffing and nominations sub-committee, the executive committee approved by consensus to:

- create an *ad hoc* group for the purpose of reviewing the structure of Faith and Order;
- appoint the following membership of the *ad hoc* group: Metropolitan Vassilios, Ms Anne Mackoul, Rev. Kalulu, Metropolitan Gennadios, Mr Georges Lemopoulos, Rev. John Gibault and Ms Natasha Klukach.

18 Faith and Order

18.1 Report of the Faith and Order Standing Commission

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a hearing session and invited Metropolitan Dr Vasilios of Constantia-Ammochostos to present a report on the July 2010 meeting of the Faith and Order standing commission. The executive committee appreciated the report and referred it to the programme sub-committee for further consideration.

18.2 Action on Faith and Order

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a decision session. Rev. Dr Walter Altmann presented the report and recommendation of the programme sub-committee regarding Faith and Order.

Programme sub-committee's narrative

The sub-committee acknowledges the importance of the three Faith and Order study processes for the theological and ecclesiological grounding of the broader work of the council and its member churches. It notes with appreciation the initiative taken to renew and strengthen the Faith and Order commission and its visibility.

Executive committee's decision

Upon recommendation of the programme sub-committee, the executive committee approved by consensus to receive the report of the Faith and Order standing commission with appreciation. The executive committee recommends that the general secretary follow closely the contributions of Faith and Order in the preparations for the assembly.

19 Staffing

19.1 Staffing report

Rev. Dr Walter Altmann moderated a closed decision session and invited Rev. Dr Olav Fykse Tveit to present the staffing report. The general secretary began with noting that during the last six months he had taken time for evaluation of the staff and their working capacity. Based on the evaluation and financial pressures certain staff reductions were made, in accordance with the staffing rules and regulations of the WCC.

19.1.1 Vacancies

Upon recommendation of the general secretary, the executive committee approved by vote to open the following vacancies:

- Programme Executive for Advocacy – UN Liaison Office, New York
- Programme Executive for interfaith relations and interreligious dialogue
- Programme Executive for interfaith relations and interreligious dialogue

19.1.2 Contract Extensions

Upon recommendation of the general secretary, the executive committee approved by vote to extend following contracts:

- Mr Mark BEACH (Mennonite Church USA), Director for Communications, whose second contract of 3 months ends on 30 September 2011, to be extended, thereby rendering the contract "indefinite."
- Mr Jonathan FRERICHS (Evangelical Lutheran Church in America), Programme Executive, whose second contract of three years ends on 30 September 2011, to be extended, thereby rendering the contract "indefinite."
- Rev. Dr Jooseop KEUM (Presbyterian Church in Korea), Programme Executive on Mission and Evangelism, whose first contract of four years ends on 30 November 2011, to be extended to 30 November 2014.
- Ms Christina PAPAZOGLOU (Ecumenical Patriarchate), Programme Executive for Human Rights, whose first contract of four years ends on 30 November 2011, to be extended to 30 November 2014.

19.1.3 Appointment

Upon recommendation of the general secretary, the executive committee approved by vote the following appointment:

- Ms Natasha Alexis KLUKACH (Anglican Church of Canada) Programme Executive- Church and Ecumenical Relations/North America Relations. Four year contract from 1 January 2011, subject to obtaining a work permit.

19.1.4 Update on Staffing since last executive committee

The general secretary reported that the following staff members have assumed their responsibilities:

- Rev. Dr Dong-Sung KIM, partially seconded by the Presbyterian Church of Korea, as a Consultant Asia Regional Relations, started work on 23 April 2010.
- Ms Jasmine BOSTOCK, Episcopal Church, Youth Intern, International Ecumenical Peace Convocation, started work on 15 March 2010.
- Ms Anastasia DRAGAN, Lutheran Church of Moldova, Youth Intern, Youth and Ecumenical Formation, started work on 15 March 2010.
- Ms Ani GHAZARYAN, Armenian Apostolic Church, Youth Intern, Ecology and Social Justice, started work on 7 April 2010.
- Ms Selaotswe LEREFOLO, Methodist Church in Southern Africa, Youth Intern, Mission and Evangelism, started work on 15 March 2010.
- Ms Aneth LWAKATARE, Evangelical Lutheran Church in Tanzania, Youth Intern, Visitor's Programme, started work on 15 March 2010.

The following staff, interns, and consultants have been appointed under the authority of the general secretary:

- Ms Greta HOVDA, project assistant, indefinite contract as of 1 May 2010.
- Ms Marcia BAUER-KAPANCI, Professor of English Language, Ecumenical Institute Bossey, from 14 June to 3 September 2010.

The following specialized staff has been appointed under the authority of the general secretary:

- Mr Julien MABILLARD, Linux and Web Systems Specialist, indefinite contract as of 1 April 2010.

Under the authority of the general secretary, the following specialized staff and consultant's contracts have been extended:

- Mr Sangyoun LEE, Korean Methodist Church , Income Development Consultant, whose first contract of one year ends on 31 August 2010, extended by one year up to 31 August 2011.
- Ms Maike GORSBOTH, Evangelische Kirche in Deutschland, Coordinator for Ecumenical Water Network, whose contract ends on 31 December 2010, to be extended.

The general secretary reported the following staff secondment:

- Ms Margareta GRAPE, Church of Sweden, Coordinator of UN Liaison Office and WCC-CCIA Representative to the UN New York. A secondment from the Church of Sweden for a period of three years from 1 January 2011.

19.1.5 Departures

The following staff left the services of the council since February 2010:

- Ms Claire MEDRI, Archivist, on 28 February 2010. (Resignation)
- Ms Claudie PEREZ, Administrative Assistant, on 28 February 2010. (Early Retirement)
- Mr Mark TAYLOR, Youth Intern, on 28 February 2010. (End of Contract)
- Mr Georges ROSSET, Web Site Specialist, on 31 March 2010. (Early Retirement)
- Ms Evelyne DOMENJOZ, Payroll Officer, on 30 April 2010. (Retirement)
- Ms Yvette MILOSEVIC, Programme Assistant, on 31 May 2010. (Retirement)
- Mr Jacques MATTHEY, Programme Executive, on 31 July 2010. (Retirement)
- Ms Christine SÄGESSER BAETHGE, Web Editor, on 31 July 2010. (Resignation)
- Ms Jasmine BOSTOCK, Intern, 06 August 2010. (Resignation)
- Ms Maria AGUADO, Roman Catholic Consultant, on 31 August 2010. (Retirement)

The following staff will leave the services of the council in 2010:

- Rev. Dieter BRANDES, Senior Advisor, on 30 September 2010 (End of temporary assignment).
- Ms Elizabeth CHUN HYE LEE, Administrative Assistant, UN Liaison Office, on 30 Sep 2010. (Resignation)
- Ms Rosemarie DÖNCH, German Translator, on 30 September 2010 (Retirement).
- Ms Wendy GOLDSWORTHY, Secretary for travel, on 31 October 2010 (Retirement).
- Rev. Christopher FERGUSON, WCC-CCIA Representative to the UN New York and Programme Executive Global Advocacy, on 31 December 2010 (End of secondment by the UCC).
- Rev. Dr Shanta PREMAWARDHANA, Programme Executive for Inter-religious Dialogue and Cooperation, on 31 December 2010 (Resignation).

In order to have a sustainable and balanced budget for 2011, there was a need to reduce staff numbers. After a consultative process with the Staff Executive Group (SEG), and the Staff Representative Group (SRG), the general secretary took a decision to give notice of termination of contract to the following staff:

- Mr Julien SIMON, Assistant Archivist, employment ended on 31 August 2010.
- Ms Liliane HERTZSCHUCH, Administrative Assistant, employment will be ended on 31 October 2010.
- Ms Wenona ARNDT, Programme Assistant, employment will be ended on 31 January 2011.
- Ms Marlise FREIDIG, Programme Assistant, employment will be ended on 31 January 2011.
- Ms Judith KOCHER, Administrative Assistant, employment will be ended on 31 January 2011.
- Mr Juan MICHEL, Media Relations Officer, employment will be ended on 31 January 2011.
- Mr Olivier SCHOPFER, Executive Web Editor, employment will be ended on 31 January 2011.
- Ms Sylvia CAMACHO, Project Assistant, employment will be ended on 31 May 2011.
- Ms Mireille GHERYANI, Administrative Assistant for P2, employment will be ended on 31 May 2011.

The executive committee received the information regarding departures since the last executive committee and recorded also a departure of Ms Rima BARSOUM, Programme Executive, on 30 June 2011. (End of Contract)

19.1.6 Seconded staff for 2010

As requested, the general secretary presented the following report on seconded staff serving the council during 2010:

Name of Staff	Country / Nationality	Present Role/Title	Church / Organization	Duty Station	Appointed By
Ms Maria AGUADO	Spain	Roman Catholic consultant	Vatican/PCPCU	Geneva	Church/ Organization
Rev. Dieter BRANDES	Germany	Assist in the Healing of Memories work of the WCC, as Senior Advisor.	Evangelical Lutheran Church of Württemberg	Württem-berg Germany	Church/ Organization
Ms Kelly BROWNLEE	USA	Development Officer-Foundations	ICCO	Geneva	WCC
Rev. Christopher FERGUSON	Canada	WCC UNLO Representative	United Church of Canada	UN, USA	Church/ Organization
Rev. Dr Dagmar HELLER	Germany	Prof. Ecumenical Theology & PE in F&O	EKD	Geneva	Church/ Organization
Prof. Paul John ISAAK	Namibia	Prof. Ecumenical Missiology	CWM, CEVAA, UEM	Ecum. Inst. Bossey	WCC
Mr Kjell JONASSON	Sweden	JIC Associate to the Executive Secretary	Church of Sweden	Jeru-salem	Church/ Organization
Rev. Dr Gervasis KARUMATHY	India	Prof. Ecumenical Biblical Hermeneutics	Vatican/PCPCU	Ecum. Inst. Bossey	Church/ Organization
Rev. Daniel Dong Sung KIM	South Korea	Consultant Asia Regional Relations	Presbyterian Church of Korea	Geneva	WCC
Rev. Sangyoun LEE	South Korea	Income Development Consultant	The Korean Methodist Church	Geneva	Church/ Organization
Rev. Dr. Odair MATEUS	Brazil	Prof. Ecumenical Theology & PE in F&O	Christian Church (Disciples)	Ecum. Inst. Bossey	WCC
Ms Katarina STEWART	Germany	EAPPI, EAs Support & Facilitator	EED	Jeru-salem	Church/ Organization
Mr Chitranjan SOLOMON	India	Communication Officer, Palestine Israel Ecumenical Forum	ICCO	Geneva	Church/ Organization

20 CENTRAL COMMITTEE

20.1 Agenda for the central committee

H.E. Metropolitan Prof. Dr Gennadios of Sassima moderated a hearing session and presented the draft agenda for the February 2011 meeting of the central committee. The

executive committee referred the matter to the staffing and nominations sub-committee for further consideration.

20.2 Plans for the central committee

Rev. Dr Walter Altmann moderated a decision session and invited H.E. Metropolitan Prof. Dr Gennadios of Sassima to present the report of the staffing and nominations sub-committee regarding plans for the central committee.

Staffing and nominations sub-committee narrative

The staffing and nominations sub-committee offers the following suggestions in preparation for the February 2011 meeting of the central committee:

- that the executive committee meeting prior to the central committee begin on Sunday 13 February with the officers' dinner and end by lunch time on Tuesday 15 February.
- that the proposal to structure each central committee meeting around a theme is appreciated. Such an overall theme will be used for meditations, Bible studies, morning prayers and in deliberative plenaries. The proposal of WCC staff, "Building just peace communities of women and men" is welcome for this session of the central committee. This should give character to the entire central committee meeting (prayerful, reflective, deliberative, etc.) and should be introduced at the opening sermon.
- that the Thursday plenary on the analysis of present ecclesial landscape (including growing number of Pentecostal and charismatic churches, migrant churches, etc.) be a participatory plenary. Suggestions of names for presenting a discussion starter are welcome.
- that the order of Thursday's agenda be reconsidered, to start with the plenary on ecclesial landscape, continue with IEPC, receive the programme report and finish with the plenary on inter-religious relations and cooperation.
- that the title of the IEPC plenary not make reference to the peace declaration.
- that the Sunday programme might be an excursion (place to be decided) or free.
- that the possibility of finishing on Tuesday 22 February at lunchtime be seriously considered.
- that future meetings of the executive committee start on the afternoon of the first day and finish by lunch time of the last day. Central committee meetings should also end by lunch time. The financial advantage would be significant.

Executive committee discussion

The executive committee appreciated the proposals of the staffing and nominations sub-committee, and forwarded them to the general secretary for consideration. One member of the executive committee proposed that there might be a session on migration, drawing on perspectives from Europe, the United States, and the Global South. This suggestion was welcomed, and other suggestions can be forwarded to the general secretary.

21 CLOSING ACTIONS

21.1 Dates of future meetings

The general secretary presented the following list of future meetings:

2010		
Officers	2-3 December	Geneva, Switzerland
2011		
Executive Committee	14-15 February	Geneva, Switzerland
Central Committee	16-22 February	Geneva, Switzerland
Executive Committee	13-16 September	tbc Addis Ababa, Ethiopia pending formal invitation
2012		
Executive Committee	14-17 February	tbc Pacific region pending formal invitation
Executive Committee	27-28 August	tbc Crete or Rhodes pending inquiries on dates and formal invitation
Central Committee	29 August-5 September	Geneva, Switzerland
2013		
Executive Committee	19-22 February	Bossey, Switzerland

tbc = to be confirmed

21.2 Closing

Rev. Dr Walter Altmann, moderator of the World Council of Churches' central committee, closed the meeting of the executive committee with words of appreciation for the Scottish hosts of the meeting and with a prayer of thanksgiving for the Lord's presence in this meeting, intercession for Lois McCullough Dauway, and commitment to continue in faithfulness. He expressed deep and profound appreciation from the executive committee to the Scottish churches and ACTS for the care extended to Lois McCullough Dauway and her family in the event of her taking ill during this meeting.

22 Appendix I – Members present

Officers:	Rev. Dr Walter Altmann	Moderator
	Metropolitan Prof. Gennadios of Sassima	Vice-Moderator
	Rev. Dr Margaretha Hendriks-Ririmasse	Vice-Moderator
	Rev. Dr Olav Fykse Tveit	General Secretary

Members:
Bishop Samuel R. Azariah
Metropolitan Bishoy of Damiette
Ms Margareta Grape
Archpriest Mikhail Gundyaev (substitute)
Ms Hae Sun Jung
Pastor Antonio P. Malungo
Mr Graham G. McGeoch
Metropolitan Dr Nifon of Targoviste
Rev. Dr Larry Pickens
Rev. Dr Tyrone Pitts
Bishop Martin Schindehütte
Metropolitan Dr Vasilios of Constantia-Ammochostos
Ms Outi Vasko

Ex officio:
Dean Anders Gadegaard
Ms Lois McCullough Dauway

Apologies:
Dr Agnes Abuom
Bishop Ivan M. Abrahams
Archbishop Vicken Aykazian
Metropolitan Dr Hilarion Alfeyev
Ms Nerissa Celestine-James
Rev. Carmen Lansdowne
Rev. Sanele Faasua Lavatai
Ms Iyabo Oyekola

Staff:	Mr Jean-Nicolas Bazin	Mr Georges Lemopoulos
	Mr Mark Beach	Rev. Dr Martin Robra
	Rev. Dr Ioan Sauca	Ms Elaine Dykes
	Ms Tara Tautari	Mr Mark Johnson
	Rev. Dr Hielke Wolters	Mr Jonathan Frerichs

Minute-Writer: Eden Grace

Administration: Ms Diana Chabloz

23 Appendix II – Membership of Sub-committees

Programme
Rev. Dr Walter Altmann
Ms Lois McCullough Dauway
Fr Mikhail Gundyaev
Ms Margareta Grape
Pastor Antonio P. Malungo
Rev. Dr Tyrone Pitts

Public Issues
Bishop Samuel R. Azariah
Ms Margareta Grape
Rev. Dr Margaretha Hendriks-Ririmasse
Ms Hae Sun Jung
Metropolitan Dr Nifon of Targoviste

Finance
Dean Anders Gadegaard
Dr Margaretha Hendriks-Ririmasse
Bishop Martin Schindehütte
Metropolitan Dr Vasilios of Constantia-Ammochostos
Ms Outi Vasko

Staffing and Nominations
Metropolitan Bishoy of Damietta
Bishop Samuel R. Azariah
Metropolitan Prof. Gennadios of Sassima
Ms Hae Sun Jung
Mr Graham G. McGeoch
Metropolitan Dr Nifon of Targoviste
Rev. Dr Olav Fykse Tveit

Personnel
Rev. Dr Larry Pickens
Mag. Emanuela Larentzakis
Rev. Dr Martin Hirzel
Ms Arja Birgitta Rantakari

24 Appendix III – Staff Development and Training Policy

1 Staff development

Recognising that staff is one of its most valuable resources and that development and training promotes organisational effectiveness, the World Council of Churches is committed to creating a work environment that encourages the development of all its staff.

In this context, staff development and training can include on the job learning, specific training in order to carry out the role, new projects and challenges; knowledge sharing with colleagues, mentoring, coaching, research and study; expertise shared from member churches; as well as staff participation in conferences, seminars, courses, professional qualifications and training events. Staff development encompasses all activities designed to give the opportunity for staff members to enhance their knowledge, skills and abilities to perform their current role and to build their personal and professional capacity to benefit themselves and the WCC.

2 The purpose of staff development

The purpose of staff development and training is to enable individuals to develop their job related knowledge and skills which allow them to fulfil current responsibilities more effectively; to support the development of programme teams and effective team working skills; and to support the development of skills to meet the demands placed on staff by organisational change.

3 Guiding principles

Appropriate staff development and training is to be available for all staff. In addition, WCC is committed to ensuring that no staff member will be excluded from development and training on the grounds of age, sex, marital status, disability, religion or any other criteria which could be deemed to be discriminatory or divisive.

The main opportunity to discuss training and development needs will be during the WCC annual performance appraisal process and associated follow up meetings. However, staff development and training issues can be raised at any time during the year by any member of staff.

While staff development and training to improve organisational effectiveness will be given priority, the WCC will support and encourage personal professional development.

Funding will be allocated to support staff development and training according to priority needs as identified by staff members in consultation with their supervisors and directors/managers.

It is important that the transfer of learning into the workplace is assessed through a process of review and evaluation, thereby demonstrating the contribution of training towards overall organisational success. The WCC will ensure that evaluation is carried out on all staff training and development undertaken to assess the impact and effectiveness of the training in the organisation.

4 WCC staff development framework

The framework for WCC staff development and training is made up of five components:

- Induction and orientation programme for new staff
- Core training in policies and procedures of the organisation
- Specialised training in identified areas of programmatic need
- Management training for leadership
- Training for institutional needs

4.1 Staff induction and orientation

For the WCC, induction and orientation is an important first step in assisting new staff members settle in and learn about the organisation and their respective roles within it. The WCC places emphasis on providing all new staff to the organisation with information that will assist them to become part of the WCC community as quickly and as seamlessly as possible. To this end, a comprehensive induction and orientation programme has been developed, that staff will complete within the first three months of their employment. The programme will ensure that new staff members are well informed of the values, history and expectations of the WCC, its structures and programmes, policies and procedures. The programme will be delivered through direct discussion with the respective supervisor and key project staff, and through attendance at focused orientation workshops.

4.2 Core training in policies and procedures of the organisation

Core training is that which is centrally required or provided to enable staff to understand the WCC and its policies and procedures. This training, aimed at developing basic competences is essentially inward looking towards World Council of Churches. Examples include training in Project Planning, Monitoring, Evaluation and Reporting, Information Technology, Health and Safety, and WCC policies. It is expected that staff will need two days in-house development a year. This type of training will be delivered through focused workshops largely facilitated by key staff with the necessary expertise.

4.3 Specialised training in identified areas of programmatic need

Individual development and training needs are identified by the staff member in discussion and consultation with their supervisor, and in particular, through the formal performance appraisal process. Staff training needs should be discussed within the context of the needs of the team (e.g. information technology, project management, languages etc), and have agreed priorities. Individual staff members have a responsibility to seek out and participate in forms of training and development that will help them meet agreed needs, and to apply new knowledge and skills in their work as appropriate. Development and training requests are submitted in writing giving full details to the supervisor/director who will submit the request to the general secretary via the human resources office and the classification and review board. Normally decisions for such training will be taken on a quarterly basis. This type of staff development and training may be delivered through external training courses, workshops or seminars. Staff members are expected to attend and successfully complete any development and/or training programme undertaken. Staff may be asked to cascade the training to colleagues where appropriate. It should be noted

that completed development and/training programmes do not automatically lead to an increase in salary.

4.4 Management training for leadership

The WCC recognizes the important role that its senior leadership and managers have in the growth of the organisation and in the ongoing management of staff teams. The WCC is committed to the development of a trained and experienced group of senior leaders and managers, and will provide opportunities for advanced training in management support e.g. conflict resolution, negotiations, leading change, project management etc. This type of development and training may be delivered through external training courses, workshops or seminars.

4.5 Training for institutional needs

Training will be provided for those staff members who are serving on WCC in-house groups that are providing accompaniment and or arbitration in different areas of concern for example: advisory disciplinary board, advisors for harassment etc.

25 Appendix IV – Income Development Strategy 2011-2013

25.1 Introduction

This *WCC Income Development Strategy 2011-2013* is a follow up of the strategy which guided the work during the period 2008-2010. Lessons have been learned from the experiences in these previous years, but also new challenges are addressed. The recent economic crisis, which also affected the financial strength of churches and specialized ministries, changes in funding policies, especially from back donors (mostly governments), and other developments require a rethinking of the WCC income development. However, the strategy is not only responding to new challenges. It also builds on two important reflection processes on the role of the Council in the ecumenical movement in the coming years. The first is the refocusing process on the programmatic work of the Council which took place in the second half of 2009 and in the first part of 2010. The basic idea in this refocusing process is strengthening the fellowship of churches through a more systematic engagement of churches, ecumenical organisations and specialized ministries in the life and work of the Council, also its programmatic work. The second is the review process of the governance structure of the Council which aims at empowering the Council to play an inspiring role in living the fellowship while at the same time at appropriate levels being able to govern an effective organisation. The WCC Income Development Strategy 2011-2013 is related to these two processes.

This interrelationship is articulated in *the basic principles for income development*, which guide the strategic directions for the different aspects elaborated in the document. The different aspects of the Council's income development are based on the principle that the Council is "owned" by its constituency and that the constituency expresses the ownership in a shared responsibility for the Council's existence and future also in terms of its financial sustainability. The wider constituency, responsible for the financial support of the Council's work, can be summed up as:

- member churches;

- specialized ministries (church-related development organizations, mission organizations, and departments of churches with an ecumenical, mission, diaconal and/or development task);
- individuals and congregations;
- foundations which are part of the ecumenical movement or are supportive of activities of the ecumenical movement.

25.2 Basic principles for income development

The income development strategy of the WCC is based on four basic principles:

- The income strategy is closely related to the nature and mission of the WCC as a fellowship of churches. This means that the Council is "owned" by the churches and that the churches express their ownership in a shared responsibility for the Council's existence and future also in terms of its financial sustainability. This principle acknowledges that the Council's constituency is wider than membership in its constitutional meaning, i.e. member churches. The fellowship includes ecumenical organizations such as councils of churches, specialized ministries and mission organizations (as demonstrated in their advisory role in the central committee and their participation in the assembly). This strategy focuses on the relation with those parts of the constituency that financially contribute to the work of the Council or have the potential to do so.
- The potential of income development is closely related to the relevance of the Council's work, especially programmatic work, as experienced by its constituency. Some parts of the work focus on supporting the life and activities of its constituency, other parts voice the constituency's concerns to the wider world. Evaluations learn that not only the choice of the areas of work determine relevancy, but also or even more an active engagement of churches, ecumenical organisations and specialized ministries in the planning and implementation of the Council's work. Therefore, income development and programme development are closely interlinked.
- The Council is responsible for income development at all levels: governing bodies, advisory bodies as well as staff. This responsibility at all levels was affirmed by the central committee in its September 2009 meeting and through the formation of a WCC fundraising advisory group. The Income Monitoring and Development (IMD) team plays a coordinating and facilitating role in relation to all levels.
- The income strategy should be based on realistic expectations. The Council is, financially speaking, as strong as the fellowship can and will afford. At the same time the level of facilitation and coordination which IMD can provide is related to its capacity in terms of budget and staffing. To ensure a transparent and realistic inter-relation between expectations and capacity, the strategy will be translated into annual income development activity plans based on tangible indicators.

These four principles have guided the income development in the past years including the period of the present income strategy, 2008-2010. They will also guide the income development for the coming period 2011-2013. In this period, the emphasis will be on increasing the commitment of the member churches. New approaches have been developed and will be elaborated further. The reason is that the trends show a decline of income, membership income as well as contributions from specialized ministries.

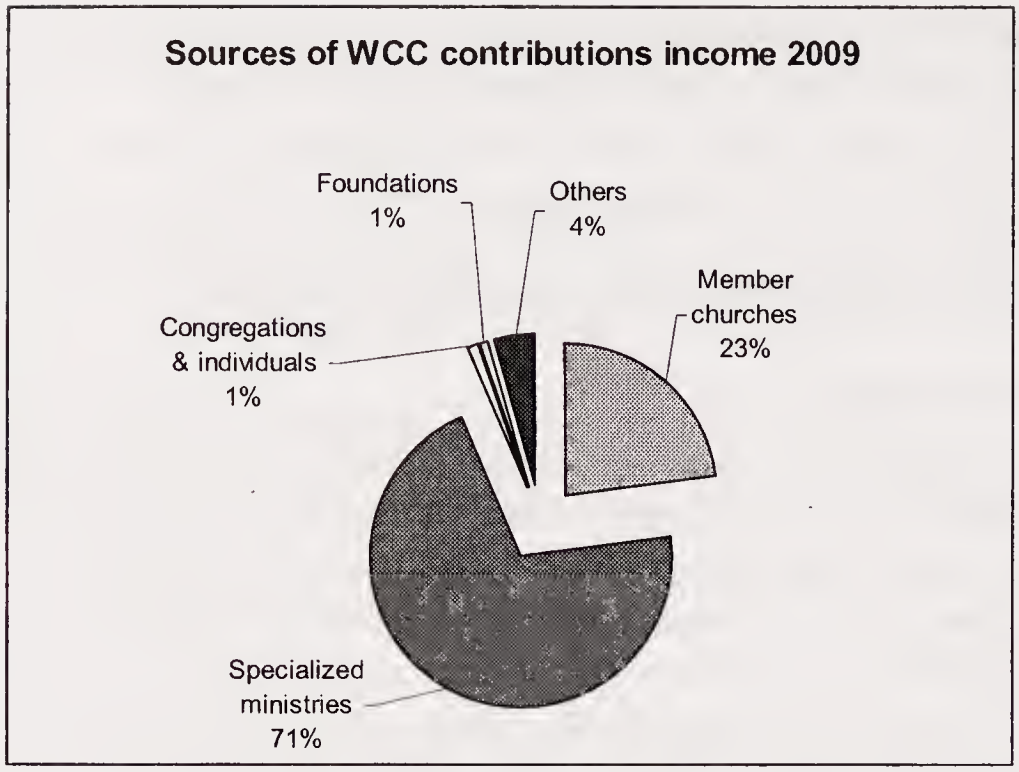
25.3 Income trends and sources of income

A comparison of the WCC's income of the last 7 years shows the different trends. The contributions income, to be distinguished from other sources like income from rentals and services, comprises three major streams: membership contributions, other unrestricted contributions, and programme contributions. The "other unrestricted contributions" has several components like individual giving.

Apart from contributions to the core programme and institutional activities of the WCC, also income for specific purposes was received, like multilateral sharing (MLS), ACT Development, and the Assembly.

In recent years, the decrease in income was strong in 2008 and 2009. The main reason was the economic crisis. Churches and specialized ministries had to cut their own budgets and with that their contributions to the WCC. Apart from reduction in contributions also the impact of unfavourable exchange rates resulted in an increasing pressure on WCC's income. In 2009 the loss of income because of changing exchange rates was more than 1.4 million Swiss Francs.

Income	2003 *actual*	2004 *actual*	2005 *actual*	2006 *actual*	2007 *actual*	2008 *actual*	2009 *actual*	2010 *budget*
Contributions income								
Membership contributions	6,401	6,510	6,426	6,593	6,614	6,106	5,589	5,275
Other unrestricted contributions	627	816	314	365	216	292	298	161
Programme contributions	27,376	27,309	26,369	24,908	24,899	23,682	21,552	21,618
Sub-total	***34,404***	***34,635***	***33,109***	***31,866***	***31,729***	***30,079***	***27,439***	***27,054***
Variance from previous year	***-5%***	***1%***	***-4%***	***-4%***	***0%***	***-5%***	***-9%***	***-1%***
Multilateral sharing	5,141	4,040	4,082	2,745	2,147	1,174	575	-
CWME	-	-	335	-	-	-	-	-
IEPC	-	-	-	-	-	-	42	431
Ecumenical Research Centre	266	457	526	-	-	-	-	-
ACT Development	-	-	200	523	767	848	913	-
Assembly	435	627	3,004	1,953	115	104	97	111
Total contributions income	**40,246**	**39,758**	**41,256**	**37,087**	**34,758**	**32,205**	**29,067**	**27,596**
Other income	**6,965**	**5,950**	**7,995**	**7,547**	**6,270**	**3,537**	**7,196**	**6,180**
Total income	**47,211**	**45,708**	**49,251**	**44,634**	**41,028**	**35,742**	**36,263**	**33,776**



The trends also show that the contributions primarily come from two parts of the WCC's constituency: the member churches (23% in 2009) and the specialized ministries (71% in 2009), including development organisations and missionary organisations. Member churches help the WCC to a large extend with unrestricted income through their membership contributions. However, some churches express their preference to designate part of their income to specific programmes or projects. Specialized ministries designate their funding in different ways, either on the programme level, or on the project or activity levels. Funding from foundations has almost exclusively a restricted nature, meaning that they fund specific projects and activities.

The income strategy aims at a balanced mixture between restricted and unrestricted funding. Although an entirely unrestricted funding would seem ideally, it is neither realistic nor healthy. The reason is that the nature of the WCC, being a fellowship of churches (including the specialized ministries), needs to be reflected in its planning and implementation of the programmatic work. The relation with funding partners is therefore not only financial. The relation is characterized by a joint ownership of the WCC's programmatic work.

25.4 Intensify the membership campaign

Member churches are the essence of the fellowship of churches. Member churches accept a commitment to participate in the stewardship of the work of the Council when they accept the responsibilities of membership. Being the base of support, membership contributions naturally account for undesignated income for the basic needs and essential infrastructure of the Council. Yet membership contributions offer only a secondary source of income for the Council's work as the primary source is the contributions of specialized ministries.

Much has changed since the founding of the Council. Whereas the North American churches were once the primary source of major funding, they were decades ago overtaken in giving by the northern European churches. Over the past decade, North American churches' giving began dwindling. Faced with internal challenges, many of the mainline protestant denominations are struggling with radical budget cuts and corresponding reductions in giving. Increased secularization and migration are changing the European ecclesial demographics and with that governmental funding to churches and specialized ministries. Many of the member churches, particularly in the global south, that entered the Council in later generations, considered the Council's funding possibilities in the context of ecumenical sharing of resources. However, the Council is no longer a

"funding agency". Membership contributions coming from many of these churches were sponsored by northern agencies. They can no longer afford to do this for financial or policy reasons.

For a long time, the Council had a very low key approach to asking churches for membership fees. Giving has been a matter of invoicing between financial entities leading to static income levels. So, the 2004 Central Committee adopted the scheme with a goal of raising CHF 10 million from 100% participation of the churches by assigning a suggested membership contribution to every church. Added assumptions suggested that churches who had historically been giving more would maintain their traditional level of giving and that no church would give less than CHF 1,000. The non-financial goal was a balanced and equitable sharing of responsibility.

The membership campaign has not reached its goals. The membership scheme was not adhered to and balance was not achieved. Seven years later, 20% is still coming from one church and 84% from the ten largest donor churches. The group of 300 smaller donor churches would, if they all paid at least CHF 1,000, account for 5% of contributions.

Membership contributions were around 6.4 million in the years both before and after the introduction of the scheme. Increases of up to CHF 200,000 were often due to strong currency fluctuations. On the whole the scheme did not result in a significant increase of income. Also the goal of a balanced sharing of resources was not realized as still less than 5% of the churches make a gift according to that membership scheme. A group of over 30 very large member churches do not adhere to the scheme at all, giving dramatically less than the suggestion (less than 10%).

Not only has the membership scheme made no positive impact, it seems finally to be having a negative impact as well. Some churches that fall into the category of giving over and above the membership suggestion – some of them are part of the group of 10 that give 84% of income – have decided to reduce gradually their giving to the level suggested by the scheme. For instance, the single largest donor church, the EKD, has decided to decrease its membership contribution gradually to the assigned level by 2025. The fifth largest donor church, the United Methodist Church, has also begun decreasing its contribution due to budget constraints. Their annual gift is a predetermined percentage that did not change in 2004 to accommodate the membership scheme. Other churches in that category have started wrestling with the reasoning behind carrying this larger burden (e.g. Church of Sweden, Church of Scotland), and could reduce their contributions in the near future. As mentioned earlier, major donor churches, particularly in North America, have also reduced their giving to levels below the suggested membership amount, many as a result of major financial challenges of their own (e.g. Episcopal Church USA, Evangelical Lutheran Church, Christian Church (Disciples of Christ), American Baptist Churches.)

All these factors play a role in the recent reduction in membership contributions, which was accelerated by the economic crisis. In the past few years, membership funds have begun to decline by about CHF 500,000 each year. The effects of the global financial crisis in 2008, currency fluctuations (which cost CHF 316,000 last year alone due primarily to the Euro, US dollar, British pound), the ongoing, planned decrease by some of the major contributing churches and premeditated decreases from several of the larger

donor churches in North America due to their own internal struggles and resulting budgetary cuts.

membership contributions	2005	2006	2007	2008	2009
membership	346	347	347	349	349
contributing members	260	232	233	187	177
Gifts (in CHF)	6,426	6,593	6,614	6,106	5,588

From 2007 to 2008, a large number of churches stopped contributing. Reasons for that include the change in the funding capacity of the Council to some of the smaller churches, particularly in Latin America and Asia, and overall weakening of the Council's relationships with member churches and the traditional lull in giving at the midpoint between assemblies.

The membership scheme is a microcosm for the overall income development of the Council. Its significance goes far beyond its direct financial results. It has also implications for the image of the Council. Specialized ministries, for instance, tend to reduce their contributions noticing more and more the discrepancy between their giving and the contributions from the churches. They beg the question about the real ownership of the churches in the work of the Council and that calls to mind serious questions about self-identity. If the Council is truly a fellowship of churches and if each and every church and the Council together value their relationship, understand the mutual benefits and exercise their mutual responsibilities, then this should be reflected in the contributions from churches.

Challenges

The main challenge is that a culture of stewardship and the following habit of giving have not in recent history been nurtured among the churches. Perhaps, income had been so readily available and reliable that the churches never needed to give sacrificially or even be challenged to levels of significant support. Perhaps the institutional aversion to addressing issues of fundraising and finances might have played a role. The current challenge is the need for a culture of stewardship among the member churches and a resulting increase in the level of member church participation and financial support.

Strategic direction: towards a stronger culture of stewardship

The decrease in membership contributions and particularly the decreasing number of churches which contribute, calls for immediate action. For this reason, the general secretary and staff have not waited with a new approach until the beginning of the period for the new income strategy in 2011. The new approach for membership contributions has been prepared at the end of 2009, initiated in 2010 and will be further elaborated in 2011-2013.

25.4.1 2010: strengthen participation of churches

The revised plan for membership contributions for 2010 focuses on stabilizing the number of churches contributing. This is being done through renewing and strengthening

relationships with member churches. The focus is on beginning to change the way membership is looked at, discussed and practiced. This will be done by lifting up membership contributions as a matter of stewardship and encouraging the ownership and involvement of leadership, governing bodies and staff.

The components of the 2010 plan include outreach through an expanded communications plan including 3 mailings to 5 different constituencies within the member churches (heads of church, church correspondents, ecumenical officers, central committee members, finance contacts). Mailings lift up the request from a financial transaction (request to pay the annual membership fee) to an act of stewardship. Contrary to earlier practices, not an IMD staff member, but the general secretary will sign the letters to the heads of the churches. The mailings will be complemented by a steady flow of personal, telephone and email contact from membership staff. The IMD staff responsible for membership contributions will also train and resource a coordinated network of central committee members, and work closely with regional relations staff and programme staff. The conspicuous leadership and active involvement of the general secretary and the support of programme and communications staff is essential in this new approach.

Personal visits to highlight membership and maximize the number of church representatives involved will take place by the IMD membership staff at three regional conferences of heads of churches and church leadership. Membership will also be included as a topic of visits to member churches by regional staff and travelling programme staff. The general secretariat will address membership concerns in all visits with member churches. Training will be provided to programme staff in changes to the membership contributions campaign and follow up of commitments.

Data will be updated as well as the software to allow easier data maintenance and be more easily applied for mailing and reporting functions. All accounting, bookkeeping, filing, reporting and presenting will be done.

One pilot project will take place when one non-giving church will be identified to produce gifts in kind to be used for acknowledgement gifts for donor churches.

Goal in 2010: strengthening participation

Actions:

- Increase member church participation by re-engaging lapsed donors
- Identify and reclassify active, non active member churches and member churches that may have been dissolved or merged with other communities
- Activate and animate network of volunteer support for membership communications
- Create a plan for a biblical stewardship perspective to the 2011 campaign
- Clean data
- Optimize Raisers Edge

Milestone: The decrease of number of contributing churches is reversed.

25.4.2 2011: increase contribution from member churches

With the success of the membership contributions campaign in 2010, a majority of lapsed giving churches will be re-engaged contributors. Having re-established the giving relationships, churches will then be challenged to give at higher levels.

Continuing the process of changing the culture, the membership contributions campaign will be a stewardship programme in all aspects. Stewardship will be the basis of all communications. Inspirational stewardship resources will be provided.

The timing of the campaign will be changed to make it tighter and give it momentum. Planning will take place at the end of the previous year. Churches will receive requests and resources in time to celebrate the Week of Prayer for Christian Unity. Central committee members will be asked to present their churches' commitment to the campaign at the February 2011 meeting.

A workshop will be held during the central committee meeting to highlight the importance and changes to the membership contributions process and to provide training and motivation to a larger group of volunteers participating in membership follow up through the central committee Fundraising Advisory Group. The network of personal follow up support will be continued with a focus on gift solicitation. The group will be expanded to ensure more local presence with a goal of 10 churches per volunteer.

A monetary goal will be determined for the campaign representing a slight and feasible increase in both participation and income. Goals will be created for regional participation as well. Certain of the larger churches will be asked to increase their gifts acting as models for others. A special approach will be made to these churches. This group will be extended to include regional leadership donors whose increases will be lifted up for inspiration to neighbours. All other churches will be approached for specific gifts representing an increase from their traditional contribution.

Data will be updated. Software will be updated to allow easier data maintenance and be more easily applied for mailing and reporting functions. All accounting, bookkeeping, filing, reporting and presenting will be done.

Three new initiatives will be added to the campaign:

- One church with a large community in diaspora will be identified to solicit a sponsoring congregation from among their overseas communities.
- Member churches will be solicited to offer congregation information for mailings of congregational kits to enhance individual and congregational giving. Congregations will be resourced, trained and supported in efforts to raise additional membership contributions.
- Temporary sponsorship of churches unable to contribute will be arranged through targeted solicitation of major donor churches and/or congregations.

In coordination with the programme "WCC and the Ecumenical Movement in the 21st Century" (P1) and the general secretariat, one travelling ecumenical formation seminar in the global south will be planned and executed.

A campaign to support the 10th Assembly will be planned to kick off the first of the following year.

Goal in 2011: Increase membership contributions

Actions:

- Reverse downward trend in income from member churches
- Maintain increased member church participation
- Launch annual appeal for membership contributions
- Involve congregations in fundraising
- Expand network of volunteer involvement
- Plan assembly fundraising from member churches

Milestone: The total membership contribution in 2011 is higher than in 2010

25.4.3 2012 and 2013: Consolidating new approach

The new membership campaign will be in its third and fourth year. The majority of churches will be in habit of giving. Good stewardship to the Council will be communicated and discussed openly. Central committee members will be prepared and activated to work as volunteers to assure commitments. Assembly fundraising will benefit from this new culture and campaign infrastructure.

Based on the success of the pilot programmes, the three initiatives started in 2011 will be expanded.

A six-month campaign to garner member church support for the 10th Assembly will be launched immediately in the beginning of the year and alongside the annual membership contributions campaign.

Goals in 2012-2013: Consolidate new approach and focus on assembly fundraising

Actions:

- Increase income from member churches
- Maintain increased member church participation
- Launch annual appeal for membership contributions
- Involve congregations in fundraising
- Expand network of volunteer involvement
- Implement assembly fundraising from member churches

Milestone: number of churches which contribute is at the same level as the Porto Alegre pre-assembly year

25.5 Strengthen relationships with specialized ministries

Specialized ministries, whether they are church-related development organizations, mission organizations or departments of churches with an ecumenical, diaconal and/or development task, play an extremely important role in the financial sustainability of the Council. In 2009, thirty specialized ministries together contributed 71 percent of the WCC's contributions income and 58 percent of the WCC's total income; five of them contributed 40 percent of the WCC's total income.

During the past five years the WCC has made concerted efforts to draw the specialized ministries ever closer into the fellowship. Earlier, their main opportunity for offering advice and influencing the WCC's direction, management and governance was through the annual WCC Round Table. In 2006, however, 24 of them accepted the invitation to be recognized as "specialized ministries in working relationship with the WCC" (in accordance with Rule XVII of the WCC constitution and rules), with the right to send advisors to the central committee and assembly. In addition, specialized ministries have been offered increasing participation in important advisory bodies such as the governance review continuation group and the assembly planning committee. This trend is expected to continue as the WCC governing bodies see the value of incorporating the perspectives, experience and insights of the funding partners into the life of the Council.

As the relationship with specialized ministries has strengthened, the WCC Round Table itself has evolved. Once primarily a platform for discussion of funding-related issues, the Round Table has become a space for specialized ministries to discuss major concerns and developments, specific themes and policies, ecumenical cooperation, and opportunities for deeper partnership, with funding issues dealt with through parallel approaches. Currently – and particularly in light of the formation of the ACT Alliance in 2010 – a refocusing to clarify the role and functions of this privileged annual meeting between the WCC and the specialized ministries is under way.

Challenges

The Council has long enjoyed generally excellent relations with the specialized ministries. Nevertheless a few challenges deserve attention in the coming years.

- A number of specialized ministries – primarily development organizations – are depending more and more on government funding. For some, the requirement that government funding be matched with increasing levels of "own" funding is proving difficult to meet. Furthermore, the critical debates around development cooperation, as well as changes in government policies, are leading to greater restrictions concerning how this funding may be used. There is a growing tension between these restrictions and the areas of work of the Council.
- The trend of decentralization, which has lead to an increasing number of regional offices of specialized ministries, has put a pressure on the availability of funding for work at the global level.
- Changes in the ecumenical landscape, including the proliferation of ecumenical bodies and initiatives, imply ever-increasing competition for funding. The formation and growth of the ACT Alliance, for example, requires a new

discussion about the different roles in the ecumenical movement and how these roles should be financed.

- The new generation of specialized ministry staff is less knowledgeable of the ecumenical movement in general and the life and mission of the WCC in particular – making it easier for them to reduce or cancel long-standing grants to the WCC when their own budgets are reduced. Focused efforts will be needed in terms of ecumenical formation and exposure to WCC programmes, perspectives and personalities.

Proposed directions

As specialized ministries form a crucial and valued part of the Council's constituency and have contributed substantially to the work of the Council throughout the years, relations with them will continue to be nurtured at all levels, from the governance level, to the practical level of the coordination of programmatic contributions, and to mutual participation in programmatic work.

Open and continuing communication with staff and leadership of specialized ministries

Apart from sending out the annual funding requests (mid-July), IMD staff builds up good working relations with staff and leadership of specialized ministries. The accessibility of the WCC, an open and transparent way of information sharing and response to questions, and common reflection on concerns raised have a high priority. New staff members of specialized ministries are welcomed and introduced to the life and work of the Council.

WCC Round Table

Efforts will continue to strengthen and refocus the WCC Round Table (RT) as an annual platform for ecumenical dialogue around major concerns and developments in the participating organizations, ecumenical cooperation, and opportunities for deeper partnership.

The RT is coordinated by the core group, composed of specialized ministry representatives and an equal number of WCC staff. Responsibilities of this group include preparing the annual RT meeting; ensuring follow-up of RT agreements regarding policy commitments, implementation of decisions, etc.; ensuring that funding information is available between and during the RT meetings; and periodically reviewing and evaluating the RT.

"Working Together"

The Working Together (WoTo) meeting, which takes place every year prior to the WCC Round Table, brings together the specialized ministries staff responsible for practical cooperation and coordination of WCC funding. The Working Together meeting focuses on shared practices and experiences, with a view to deepening the common understanding around specific issues and making the funding process more transparent, efficient and coherent. It provides a structured opportunity for discussion of, for example, the funding partners' expectations and the Council's performance in the area of PMER (planning, monitoring, evaluation, reporting). It also provides a forum for sharing best practices and updating each other on developments within the various partners, generally serving to strengthen the working relations between the Council and the specialized ministries.

Ecumenical formation seminar

Since the staff turnover within the specialized ministries is fairly high, nurturing among the staff a level of knowledge of and commitment to the ecumenical movement and the WCC is important. The higher the ecumenical commitment, the better are the WCC's prospects for maintaining or even increasing funding from these specialized ministries. Greater knowledge also helps the Council's main contacts to have support within their own organizations for ecumenical work.

The Ecumenical Formation Seminar is a four-day course for staff of specialized ministries which takes place annually at the Ecumenical Institute, Bossey. The seminar is designed to provide orientation about the ecumenical movement and to enable possibilities for encounter with the WCC and other organizations in the Ecumenical Centre, as well as exchange of ideas, perspectives and experiences. It is recommended both for specialized ministry staff who are new to their organization and those who want the opportunity to broaden their understanding of ecumenism and its relationship with their professional work.

Programmatic visits

People give to people; good fundraising relies heavily on personal relationships. Visits provide a prime opportunity for personal interaction and enable the cultivation and deepening of staff-to-staff relationships. Developing personal relationships is especially important where key staff of specialized ministries have left and been replaced by persons relatively new to the ecumenical movement, who often come from a professional (development-related) background and have little knowledge of or feel for the vision and mission of the Council. Thus regular programmatic visits to the specialized ministries and visits from their governing bodies and staff are important to strengthen mutual commitment, knowledge and understanding.

Since 2005, WCC programmatic team visits (involving 4-10 staff, including senior leadership) have taken place to Canada, Sweden, the Netherlands, Finland, the Evangelical Church in Germany, to Scotland and Norway. These visits have included meetings not only with the specialized ministries in the country, but also with the member churches, ecumenical councils and other ecumenical bodies and platforms. A programme has been developed for visits to Switzerland, other parts of Germany, Denmark, England and the USA in the coming period. In addition, the governing bodies and staff of the various specialized ministries will continue to be encouraged to visit the WCC, and WCC staff will be encouraged to involve their specialized ministry counterparts in the implementation of programmatic work.

Goals 2011 - 2013: Contributions from the specialized ministries will be maintained at a level not lower than CHF 18.5 million annually.

Actions:

- Communication with staff in specialized ministries responsible for funding WCC on a daily basis.
- An annual Round Table to discuss with partners WCC's strategic directions.

- An annual Working Together meeting to discuss funding issues in relation to WCC PMER mechanisms.
- Annual formation seminar for (new) staff of specialized ministries.
- Annually at least two programmatic visits.

Milestones: For 2011, 2012, and 2013 the contributions from specialized ministries are not lower than CHF 18.5 million.

25.6 Develop individual and congregational giving

Individual giving is universally the most important, widespread and flourishing type of fundraising across the globe. So far, individual giving has not played a major role in WCC's income development, as the Council is primarily focussing on institutional partnerships. However, in addition to membership contributions and support from specialized ministries, individual giving is an opportunity for the Council to communicate effectively to the wider public and increase the visibility of the ecumenical movement.

Most organisations that have developed individual giving have focused their approach on extensive relationship building with many opportunities for involvement of individuals. The WCC's approach is slightly different. Knowing its financial and human resource limitations, the WCC has to utilize its natural opportunities (global nature, major events, large and varied constituencies) to build up a large and stable individual donor base. This will take time. Using such natural opportunities will strengthen the visibility of the Council already now and will reap financial results in the future. Individual giving is an investment for the future.

Contributions from local congregations are also a valuable source of income for the Council and enable a sense of ownership of the WCC at the congregational level of member churches. Fundraising both from individual and local congregations are developed in consultation with the member churches to avoid competition in fundraising.

Evaluation WCC Income Strategy 2008-2010 (period evaluated 2008-2009):

Individual giving

Individual giving	2005	2006	2007	2008	2009
Number of contributors	244	213	197	83	67
Number of gifts	283	259	228	107	80
Gifts (in CHF)	55,585	58,814	40,273	39,910	28,549

The results in individual giving have not reached the level of expected results spelled out in the WCC Income Strategy 2008-2010. Throughout this time period, individual giving has been conducted at a lower scale than anticipated and planned. The main reason for the decline resides in the fact that the plans for individual giving were over-ambitious and not realistic compared to the available staffing and financial resources. In particular, staffing resources were insufficient and were not fully allocated to individual giving as was foreseen. Therefore a readjustment of the plans had to be undertaken.

Another reason for the decline in individual giving can be found in the ceasing of all individual fundraising initiatives in the United States. A fully fledged individual giving

programme was implemented in 2006-2007 and results were looking promising. However, the programme had to cease as negotiations on various prerogatives between the US Conference and the WCC superseded the fundraising efforts. This halt of fundraising activities has strongly influenced the results of the individual giving strategy 2008-2010 and still affects the present climate of fundraising within the US context for individual giving to the WCC. Donors have lapsed and there has been no way of reconnecting with them.

Another important factor that has undermined efforts in individual giving is the inability for the WCC to articulate clearly how individuals can be involved in the implementation of its mission. Individual support to the WCC is built on a relationship between the individual and the organisation. Without opportunities for engagement or involvement, the relation becomes a challenge. Individual giving requires a clear articulation of the purpose of the WCC and the ways in which individuals can help to implement this vision.

Congregational giving

Congregational giving	2005	2006	2007	2008	2009
Number of contributors	157	143	153	137	143
Number of gifts	217	190	215	182	189
Gifts (in CHF)	269,341	242,860	262,192	355,605	251,157

Income from local congregational giving has remained relatively stable over the past five years. This is mostly thanks to a core of local congregations who strongly believe in the mission and life of the WCC. Congregational giving primarily comes from congregations in Germany and Switzerland. For similar reasons as in the case of individual giving, the work has been done at a lower scale that foreseen in the WCC Income Strategy 2008-2010.

For a global organisation it is complicated and labour intensive to build up relationships with local congregations. In many cases the initiative is taken by the local congregations themselves, sometimes as follow up of group visits to the Ecumenical Centre in Geneva or the Ecumenical Institute in Bossey, sometimes as part of their engagement in one of the Council's activities.

Challenges

Individuals and local congregations will give, or continue giving to the WCC, if there are opportunities for them to become involved in the life and mission of the WCC. Central in the individual and congregational giving is the kind of relationship the Council will develop with them. This relationship is challenged because of the very global and complexes nature of the WCC. Creating opportunities for individuals to participate in or relate to an event is therefore essential. Such opportunities allow for involvement around specific issues close to their heart, call for their advice on certain topics, create possibilities to interact with the Council's leadership periodically, and help to participate in a visit to another member church. These are just a few examples of opportunities for individuals to become involved, and by extension, to know why they are giving to the WCC. The WCC has not been able to articulate this clearly and to integrate it into its plans and programmes. Designing such opportunities into the activities and ethos of the Council will be fundamental to the success of the individual fundraising programme.

While raising funds from individuals and congregations in the specific context of the WCC, it is important to realize that many individuals and congregations are actually part of a member church of the WCC. Therefore, solicitation takes place in consultation with the leadership of member churches to avoid possible competition for the same funds. For a long time, this risk of competition has prevented the Council from reaching out to individuals and congregations. However, seen from different angle, individual and congregational giving can help strengthening the ecumenical awareness and commitment in member churches, legitimizing their support to and engagement in ecumenical organisations and councils.

The development of fundraising from individuals and congregations needs to take into account ecclesial differences and cultural diversity. An approach which is successful in one church or region might not work or even be counter-productive in another. In 2009, WCC has developed a new approach to congregations in Asia, in particular Korea. This experience has shown that fundraising opportunities highly depend on the perceptions member church and non-member churches have with regard to the ecumenical movement and in particular the WCC. Successful fundraising efforts will have to take all of these into consideration. As these ecclesial and cultural specificities cannot always easily be interpreted correctly from Geneva, the support of member churches and "Friends of WCC" groups is invaluable.

Collaboration is essential! Fundraising from individuals and local congregations is a labour-intensive activity. Coordination with other teams of the Council is vital. Successful implementation of fundraising by the WCC's IMD team requires full engagement and cooperation of other actors (i.e. leadership, regional relations staff, communications, language services, IT services). Particular care must be given to fully resourcing and servicing the technical aspect of fundraising (database, acknowledgements, mailings, etc.).

Opportunities

The International Ecumenical Peace Convocation (IEPC) taking place in Kingston, Jamaica in May 2011 is a valuable opportunity for developing the donor base and the fundraising efforts for individuals and congregations. The enthusiasm and public attention surrounding the IEPC will generate many opportunities for interaction and relationship building with individuals. Animating the fundraising efforts during the IEPC will go a long way in spreading the WCC's donor base and engaging support from individuals, with the assembly in perspective.

The WCC 10th Assembly in Busan, Korea, will follow the IEPC within two years. Holding the assembly in an Asian context will be a key moment for Christianity in the region. It probably will also influence ecumenical cooperation and religious life within Korea. Building the momentum towards the assembly will be fundamental in generating support from individual and local congregations within Korea. The Korean churches need support from the WCC in the preparation of the assembly.

The support of the WCC leadership offers an opportunity to build a solid fundraising programme for individuals. Re-appropriating the vision and leadership of the ecumenical movement and changing the dynamics and structure of the Council are bringing in new energy which fundraising will certainly help. Now is the time to develop opportunities for

individuals to be involved in the activities of the Council and for leadership and governing body members to actively solicit individual support for the work of the WCC.

Finally, the main vehicle identified for the WCC's fundraising from individuals is the internet, mainly because of its widespread use and cost-effectiveness for large scale information sharing. Today, a large number of people across the world have access to internet and mobile technology, and the amount of "connected" people is expected to grow. This is strengthened by the importance of social networks in societal behaviour and offers opportunities to reach out, communicate and build relationships with individuals in ways never achievable before.

Proposed direction

The main goal of the WCC's fundraising from individuals and local congregations will be to develop existing instruments and opportunities, embellish them and translate them into income growth and the level of participation of individuals and congregations in the life and mission of the WCC. As the WCC's human and financial resources are limited, the approach is based on utilizing internet facilities and on engaging voluntary support of friends and groups of friends of the WCC.

Friends of WCC

Individual giving will be supported by the group of individual ambassadors of the WCC, called the Friends of WCC. This special category of friends will constitute the core individual donor base. There are actually a number of supporters of the WCC already giving. The plan is to assembly all these individuals, both past and present givers, who want to support the WCC into the Friends of WCC and with whom we will privilege building relationship and towards whom the annual appeal for individuals will be targeted. The vehicle through which the WCC will solicit and conduct its annual appeal will be through the internet. Because of its nature, online giving allows access to many people in a cost effective way and enhances the message of the WCC.

In order to increase the size of the Friends of WCC and ensure that the annual appeal reaches the maximum number of people, thus enlarging the donor base, certain activities are established to inform individuals of the Friends of WCC, possibilities of giving and obtaining contact information for the annual appeal. The annual appeal will happen once a year, possibly around Easter. Over time, as the donor base grows and widens, and as relationships with individual are built through intentional opportunities for involvement, donors will be engaged to make more substantial gifts.

The following instruments will be developed to build the Friends of WCC community:

- *Donor/congregational kit*: This tool kit will contain useful and promotional material for individuals who want to go home and inform their friends and family about the work of the WCC. Ranging from worship material to children games, from videos to giving opportunities, the donor/congregational kit will be an essential tool for those ecumenical enthusiasts. This tool kit will allow Friends of the WCC to help raise awareness about the Council and facilitate raising funds for the WCC. It will also enable local congregations to have a hands-on tool kit for informing themselves on the WCC. The donor kit will also be customizable to fit particular local contexts and languages, especially Korea.

- *"Get Involved, Stay in Touch" – WCC visitors' programme:* The WCC receives approximately 3,000 visitors per year. These visitors are interested individuals and groups and should be solicited accordingly. A WCC visitor's card is being prepared which will inform visitors of the opportunities for giving, of existing opportunities to stay in touch and inviting them to become Friends of the WCC. Capturing their contact information will allow the annual appeal to reach them, mainly through electronic means. Once the use of the card has been well received, and processes are defined, its usage will be expanded to other WCC meetings (i.e. IEPC).
- *Online presence:* Encouraging programmes within the WCC to be present online is primordial to raising awareness and the visibility of the WCC. Individuals will definitely be engaged by online activities, and programmes also have their own specific constituency and individual supporters. By ensuring that programmes have visible websites and by helping staff shape the content for soliciting individuals, then programmes/projects will be able to run small parallel appeals and the contact information of supporters will feed the annual appeal.

WCC Friends of ...

Some groups of Friends of the WCC have been created to enable financial support from groups of wealthy, influential individuals. Current efforts are focusing on Korea, with groups created in the Presbyterian Church of Korea and the Methodist Church of Korea. The heart of the approach in Korea is friend-raising and involving local congregations in the Friends of WCC. The efforts will then be expanded to other countries in the regions (i.e. China, Taiwan, and Japan) in view of raising awareness for the 10th Assembly.

The activities of the WCC Friends of … can include the organisation of an "ask event". This type of event can be held in various parts of the world where the Council has a good, solid contact with a volunteer who is willing to help ask his or her friends and acquaintances (around 10-20) to attend an informal event which will allow to introduce the work of the WCC, provide a case for support, and ask for financial contributions, either onsite or as a follow up. Such an event can be part of a visit of the general secretary, a member of the central committee or a staff member of the Council. It will be required to create materials for this purpose, including a short 5-7 minute video outlining the case for support, and to draft out a solid and succinct 30-45 minute program.

Congregational events

Over 143 local congregations made gifts to the WCC in 2009. For thanking these congregations for their support and to engage them further, special events for congregations will be organized in Switzerland and in Korea, around a specific theme or issue, especially related to the 10th Assembly. In addition, the donor/congregational kit will be made available for supporting congregations and will offer the possibilities for stronger interaction between them and the WCC. The events or series of events for congregations need to be created in conjunction with the relevant member church and be seen as a building-up of relations instead of competition for funds.

Legacies and bequests

Many individuals have committed their life to the ecumenical movement. Some of these individuals, nearing the end of their life, may wish to leave a legacy to the WCC. Presently, a whole generation of ecumenical enthusiasts are getting on well in age and should be given the opportunity to support the council through their will. Though maintaining a legacies and bequest programme is labour-intensive and requires very specific skills, the WCC will prepare specific material for engaging legacies and develop this area with professional help. The donor/congregational kit will be tailored to fit these specific needs.

National and special collections

The WCC presently receives gifts from local congregations. In addition to this, the WCC would like to engage member churches to run national or special collections for the WCC, either around a particular theme that resonates well with the country or on a particular event, such as the WCC assembly. Traditionally efforts have been oriented towards European churches, but in the ethos of stewardship, WCC would like to investigate the possibilities for such collections in other regions of the world. Coordination and information are crucial to engaging member churches in this exercise and care must be given not to compete for funds.

Goal: increase income from individuals and congregations

Actions:

- Develop (e-)network of Friends of WCC
- Develop Friends of WCC groups starting in Asia
- Organise congregational events in support of congregational giving
- Develop a legacy and bequest programme
- Encourage national and special collections related to specific themes or events

Milestones:

Direct and on-line giving, together with special efforts in Asian countries, will show an increasing contribution up to the level of CHF 0.3 million in 2011, CHF 0.4 million in 2012, and CHF 0.5 million in 2013.

An expected result will be the substantial and growing increase in the participation of individuals and congregations in the life and mission of the WCC and a donor base of between 1,000 and 1,500 individuals.

25.7 Develop foundation income

In the income strategy 2008-2010, contributions from foundations were identified as important for the diversification of income. The financial contribution of one specialized ministry made it possible (in terms of human resources) for the Council to begin exploring such possibilities in a systematic way. Relations that are being built up with a number of foundations are beginning to show new opportunities.

Foundations	2005	2006	2007	2008	2009
Number of contributors	5	6	6	5	5
Gifts (in CHF)	332,286	364,621	412,531	398,639	273,835

Challenges

No contributions from "new" foundations have been received to date, although several applications are pending. The main difficulty being experienced is that in the world of foundations the WCC is not well known. Another difficulty is that the majority of foundations prefer practical social service over the kind of reflection and awareness- and capacity-building processes in which the WCC is engaged. A third reason for lack of success so far is that the WCC system of project planning and reporting does not meet the requirements of most foundations.

Opportunities

However, as more and more secular foundations see the relevance of religion for the success of reconciliation and peace building, the WCC will continue to build up relations with relevant foundations. With WCC staff becoming better connected with foundations through their networks, there will be increased opportunities to submit compelling and competitive funding proposals. IMD will also participate in designing processes of project planning and reporting that will facilitate fundraising from foundations. The participation of the general secretary or members of the central committee in meetings with foundations will add weight to efforts at attracting foundation support.

Proposed directions

Continue to conduct research into prospective foundation donors, including review of funding announcements and identification of potential new donors.

- Re-evaluate foundation prospects and reclassify priority as needed.
- Remain alert for potential new RFPs ("request for proposal") that align with WCC programmes.
- Keep foundations database up to date with changes in board members, proposal deadline information, etc.
- Attend "Foundations Week" in Brussels, hosted by the European Foundations Centre, with the purpose of meeting foundation representatives in an informal setting.
- Continue to add at least 15 foundations annually to the highest priority level (i.e., those foundations most likely to make a grant) list of prospects.

Conduct foundation prospect research in engagement with WCC leadership and members of governing and advisory bodies.

- As appropriate, initiate communications with WCC leadership, central committee members, the Fundraising Advisory Group and other WCC-related external groups/ individuals to gain knowledge of their relationships with foundations.
- Visit prospective foundations with appropriate persons from the abovementioned groups.

- Encourage and enable the engagement of WCC internal and external groups in fundraising.
- Strengthen requests to foundations through the engagement of WCC leadership.
- Monitor the travel schedules of the general secretary and associate general secretary for programmes in relation to opportunities to meet with foundations.

Conduct foundation prospect research in engagement with project staff and accompany them in strategizing and completing foundation solicitations, ensuring that proposals are timely, well researched, well written and well documented, and that the WCC has the capacity to fulfil the reporting requirements

- Meet regularly with programme directors to discuss project funding priorities.
- Ensure timely and consistent follow-up of proposal ideas.
- Continue to learn from colleagues of potential foundation contacts through networking.
- Meet with foundation prospects for WCC programmes.
- Send out around 35 proposals annually.
- Offer WCC staff and advisory groups training opportunities in soliciting for foundation funds.

Goal: increase contributions from foundations

Actions:

- Increase knowledge of prospective foundation donors.
- Develop effective ways of (personal) engagement of WCC leadership in relating to prospective foundations.
- Develop effective ways of staff engagement in identifying and designing proposals for funding.
- Send out around 35 proposals annually.

Milestones: Contributions from foundations (including foundations that already give to the WCC) will rise to the level of CHF 0.5 million in 2013.

25.8 Special projects

The Ecumenical Institute, Bossey

IMD staff has closely cooperated with staff and leadership of the Ecumenical Institute Bossey to develop a fundraising plan for the activities of the Institute. A detailed plan is available.

International Ecumenical Peace Convocation

A fundraising plan for the IEPC has been developed and is being implemented in a close cooperation between the coordinator of the event and IMD staff. IMD staff will continue to assist with the development of income for the IEPC.

10th Assembly

During 2011-2013, income development for the assembly will require a major investment of time and energy. A strategy for fundraising will be developed in coordination with the Assembly Planning Committee and the Assembly staff group and presented to the central committee in February 2011. The approach will be based on the experiences gained from previous assembly preparations.

25.9 Organisational integration

The description of the different aspects of the income strategy clearly indicates the need for an integrated approach. This means that the implementation of the strategy requires the commitment and combined efforts of all involved in the work of the Council, at the governance level, at the level of the leadership and at the programme level. Such an integrated approach is in line with the basic principles as outlined in the first chapter of this strategy: a strong ownership of the Council by its constituency, relevant programmatic work, a Council wide commitment to income development.

Organisational integration of income development can be strengthened at three levels: the constituency, the central committee, and the leadership and staff.

Involvement of the WCC's constituency

The involvement of the constituency has already been spelled out in the description of the different aspects of the income strategy. Continuing communication with the leadership and ecumenical officers of the member churches is crucial for strengthening the relationship with the Council. The same is true for communication with specialized ministries.

Involvement of the central committee

The members of the central committee play a significant role in strengthening the relations between the Council and its constituency. The Fundraising Advisory Group takes the lead in involving the central committee in income development, specifically in efforts to intensify the membership campaign but also in exploring other opportunities for funding the ecumenical work.

Involving the leadership and staff

The new approach around membership contributions shows the importance of the involvement of the general secretary and senior leadership in income development. This high level involvement is crucial for nurturing a culture of stewardship and mutual responsibility for the financial health of the Council.

Apart from the involvement of the general secretary and senior leadership, also other staff contributes to income development. Staff of the communications department help enhancing the visibility of the Council and its programmatic work. The most essential contribution of programme staff is to develop and implement projects and activities which are experienced as relevant by the constituency and which encourage the engagement of the constituency. In the coming period training of programme staff in project development, communication and impact assessment is important.

The role of IMD staff is to coordinate and facilitate an organisationally integrated approach. This requires an organisational structure in which IMD is not operating in isolation but a structure which encourages a natural flow of information and cooperation with communications, programmes and the planning, monitoring, evaluation and reporting processes.

As the staff of IMD is small, models of temporary support in particular countries or regions need to be explored. An example is engaging an 'ecumenical veteran' or fundraising expert to raise funds in particular countries or regions.

Goal: strengthen an organisational integration of income development

Actions:

- The members of the central committee are encouraged and facilitated to play a significant role in income development, especially membership contribution.
- The general secretary and staff are supported in integrating income development in their visits to the WCC constituency.
- The communications and IMD staff are working together to strengthen the visibility of the WCC and its programmatic work, improve the WCC website and the visitors programme as effective tools for fundraising, especially for individual and congregational giving.
- Support the training of programme staff in project development, communication and impact assessment.
- Strengthen the coordination between income development, programme coordination and PMER processes.
- The model of (part time) fundraisers, who support the WCC income development for a limited period of time focussing on a specific country or region, is explored.

Milestones:

At the end of 2011 members of the central committee are involved in intensifying the membership campaign.

At the end of 2011 leadership and programme staff from the perspective of their responsibilities engaged in income development.

At the end of 2013 income development has become a natural and integrated part of the Council's life and work.

26 Appendix V – Terms of reference for the Assembly Planning Committee

1 Preamble

The assembly planning committee (APC) is a committee of the WCC central committee (CC), and reports to the executive and central committees. The WCC general secretary is responsible for implementing the assembly related decisions of the executive and central committees.

The APC work is based on the recommendations as adopted by CC 2009 item 8.2 and takes into consideration other recommendations made by WCC governing bodies and relevant committees (i.e. assembly discernment committee, permanent committee on consensus and collaboration).

The APC membership composition itself reflects the recommendation for the assembly to be open and more inviting to increase participation and interaction with the wider ecumenical movement.

APC members representing ecumenical partners are expected to communicate and consult with whom they represent.

The assembly worship committee (AWC) reports to the APC.

2 Responsibilities and duties

2.1 Receive these terms of reference.

2.2 *Assembly theme*

2.2.1 Reflect on the ecumenical and thematic context of the assembly.

2.2.2 Discuss the assembly theme, and offer a range of possibilities to the CC for decision at its meeting in February 2011.

2.3 *Style, size and general shape of the program*

2.3.1 Consider the style of the assembly, its size and general shape of the program and bring recommendations to the CC in February 2011.

2.3.2 Explore possibilities to increase participation and interaction with ecumenical partners and the wider ecumenical movement

2.3.3 Distinguish clearly between the governance aspects and the other components of the assembly.

2.3.4 Consider the number of delegates and offer different scenarios on seat allocation to the CC in February 2011.

2.3.5 Discuss and recommend a language policy for the assembly to the CC in February 2011.

2.3.6 Recommend general preparatory events (e.g. regional, confessional).

2.3.7 Consider pre-assembly events (e.g. youth and women).

2.4 *Prayer life*

2.4.1 Discuss and recommend a proposal for the assembly prayer life based on the work done by the AWC.

2.5 *Communication*

2.5.1 Discuss and recommend the best ways and means of communicating and promoting the assembly.

2.6 *Venue and schedule*

2.6.1 Prepare the projected assembly time schedule for decision by CC in Sept 2012.

2.6.2 Examine the assembly site, discuss and propose space arrangements for the assembly.

2.7 *Budget and fundraising*

2.7.1 Discuss the preliminary assembly budget (income and expenses to be spelled out) to be brought to the CC in February 2011.

2.7.2 Discuss and recommend a subsidies policy to the CC in February 2011.

2.7.3 Discuss and propose committee members' involvement in promotion of the assembly and fundraising.

2.8 *Other tasks*

2.8.1 Undertake further preparatory and /or assembly responsibilities as assigned by the WCC executive and central committees.

27 Appendix VI – Governance Review Continuation Group Progress Report

27.1 Remit

The governance review continuation group was established by the executive committee in December 2010 on the instruction of the 2009 central committee, with the following remit:

- To consult with the churches concerning the future shape of governance structures, as discussed in paragraphs 8.1 to 8.9 of GEN 10.
- To further elaborate on the roles of presidents and officers (moderator, vice-moderators and general secretary).
- To consider the best use of available financial resources and intensify efforts in income generation.
- To review the constitution and rules:
    - through the work of the governance review continuation group;
    - at the next central committee in 2011 a policy reference committee shall be entrusted with the constitutional review;
    - the central committee in 2011 will appoint a constitutional committee which will report to the central committee meeting in 2012.
- To evaluate the roles, functions and mandates of the committees, commissions, advisory groups and reference groups so as to ensure greater integration and collaboration.

The group's task was not to start from scratch but to build on the well-received report considered as paper GEN 10 at the 2009 central committee. Members will need to consult that report alongside this.

27.2 Living the fellowship, strengthening the movement

Our group may be entitled "governance review", but our task has not been simply to tinker with structures. Nor has it been about managing decline. Rather, it has been to help the WCC discover how to ensure the main opportunities it provides for encounter live up to the ideal of the CUV document (to "live the fellowship"), how to shape its life to respond to a changing ecumenical scene and how to run itself in ways that are frugal and leave as light as possible a footprint on the planet. There are proposals for changing governance, often in quite a radical way, but they always have to be judged by how far they free the WCC to be what it is intended to be: a fellowship of churches concerned to work towards visible unity and to foster and support the one ecumenical movement. The approach of the general secretary – in focusing on work where the WCC adds unique value, in seeking to fulfil clear goals and in careful stewardship of resources – has been fully consistent with our outlook.

Our report to this central committee needs to be seen in context. The group first reported to the 2009 central committee, where we focused on two sets of distinctions: those between living the fellowship and running the organisation, and those between governance and management. The broad thrust of our work was affirmed, our group was augmented with fuller representation from the global South, and we were asked to undertake a process of consultation with the churches and with others involved in the ecumenical movement.

That process of consultation continued until the end of the 2010. The main method has been for the general secretary to engage with groups of church representatives at occasions where they were already drawn together, whether confessionally, regionally or in some other way. They have included

- The Christian Council of Asia assembly
- The Edinburgh Centennial
- The WARC-REC uniting council
- The Lutheran World Federation assembly
- The Ecumenical Officers meeting
- The Joint Consultative Committee with Christian world communions
- A meeting with Cardinal Kasper and Bishop Farrell in the offices of the Pontifical Council Promoting Christian Unity
- The Permanent Committee on Consensus and Collaboration
- A meeting with the Ecumenical Patriarch
- A meeting with representatives of the Russian Orthodox Church

These meetings have been supplemented by a questionnaire to which twenty one responses have so far been received, representing a broad range of traditions and regions. The feedback has been an encouraging endorsement of the broad approach outlined at last year's central committee and has helped considerably with the detail. Among the messages coming through strongly have been affirmation for a lighter, more flexible governance structure, a strong desire to see the work of the commissions – and particularly of faith and order – more central to the life of the fellowship and the discussions of the successor to central committee and a reluctance to see a rotational approach applied to the successor body of the central committee. A fuller summary of the responses can be found in appendix A.

27.3 The ecumenical and global context

The world has changed significantly since the WCC was founded in August 1948; WCC governance structures have remained the same. Any changes to those structures need to respond to the changes in the ecumenical and global context.

Our own reflections and the feedback from the consultation process have led us to identify a number of positive changes:

- *the "CUV" process* seeking a Common Understanding and Vision of the WCC, its affirmation of the council's key role in sustaining *fellowship* and the shift to an ethos of *consensus*;
- *the growth of Christianity in the global South, the changing ecclesial landscape* and new ecumenical initiatives emerging in this context such as the global Christian forum;
- *new ways of expressing the strength and potential of the fellowship*, with the WCC building on initiatives by member churches and ecumenical partners and the many ways they cooperate;
- the increasing prominence being given to the WCC's *role in fostering coherence* within the one ecumenical movement;
- *development of modern communication technology*, permitting meeting of minds without meetings of bodies;

a number of challenges that require us to think differently:

- evidence that Christian groupings that would once have stood aloof from the WCC *want to be in relationship with it,* and need structures that will make that possible;
- *the growing multiplicity of ecumenical actors* who, like ACT, are now carrying out roles that used to be the responsibility of the WCC;
- *a changing paradigm in North-South relationships*, where power and influence are changing, and the lines between rich and poor begin to run within countries as much as between them;
- *rising economic power of "middle income" countries* like China, India and Brazil, suggesting a long-term realignment of where the world's wealth will be located;
- *decline of the membership and financial strength of the churches in western Europe*, leading to a decline in WCC income and in the capacity of the Churches themselves;
- *serious divisions between and within churches on moral and ethical issues*, in particular on issues related to sex and gender.

and a number of global issues to which we need to make serious response :

- the serious consequences of *climate change*: the carbon footprint of governance meetings, consultative and other encounters, as well as staff travel that should be considered in any evaluation of the WCC's institutional culture;
- the *financial and economic crisis* that has affected millions of people around the globe and practically all member churches and partner ecumenical organizations as well as the WCC;

- the *changing global context* of a diverse and multi-polar world and the search for common values, which intensifies the perception of divisions among Christians and among people of various religions.

This is a long list. Its immediate impact on the WCC suggests the need for:

- An emphasis on *both* deepening the fellowship of churches *and* facilitating and supporting other actors in the ecumenical movement that are no longer or have never been part of the WCC's institutional structure;
- A way of working that uses money wisely and expects a future in which funding core work of the WCC will be increasingly difficult;
- A forum where genuine debate on theological, moral and ethical issues can take place in an attitude of openness and genuine encounter, where participants can speak honestly to one another and without pretence;
- An organisation that is much less dependent on money from the global North than it once was, and where churches each shoulder their responsibilities for what they agree they should do together;
- A way of working that is kind to the environment, bringing people together physically only when it is really necessary and making maximum use of new technology;
- Sensitivity to the trends in some traditions that lead to a lack of trust in the ecumenical movement.

27.4 The role of the WCC

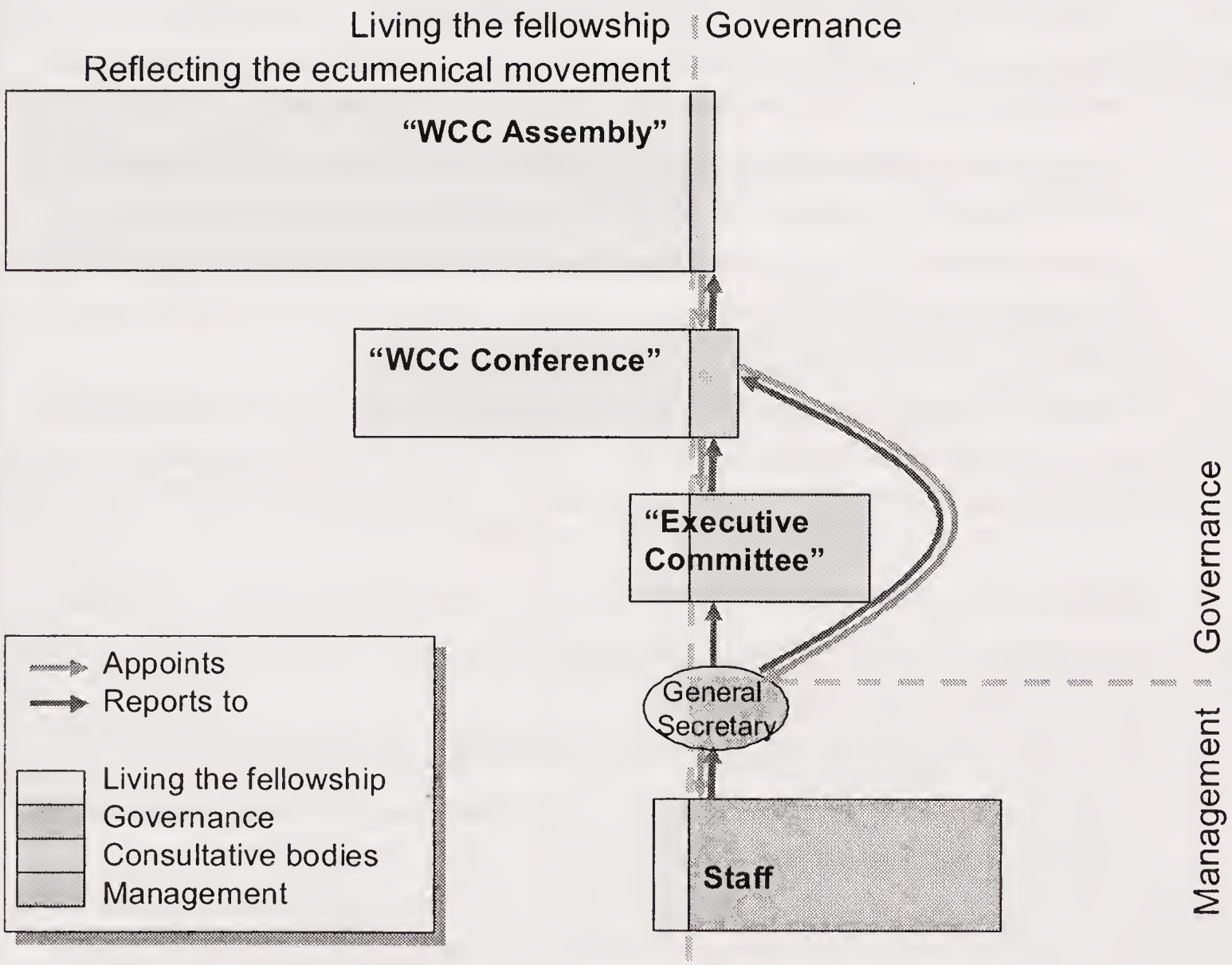
The renewed emphasis on the WCC as *fellowship of churches* helps to clarify the common goals. The WCC is a council of churches, celebrating God's ecumenical grace, sharing the pursuit of visible unity, deepening the fellowship and enabling the churches to speak together. It is not primarily an NGO, focused on programmatic work; it is an expression of the churches together, exercising a ministry of enablement and strategic leadership. In carrying out that ministry its instruments – staff and others – work to support the whole ecumenical movement and do so, in pursuit of unity, in partnership with others. To fulfil its role, it:

- **convenes**, gathering those from the churches and elsewhere with a common task or potential, to enable them to connect, share and work together;
- **initiates** work that is strategically important for the churches, working in collaboration with partners and churches;
- provides the potential for a **common voice** of the churches worldwide;
- ensures ecumenical **cooperation**, offering accompaniment to churches in a spirit of solidarity and mutual accountability; and
- fosters greater **coherence** in the ecumenical movement.

In arguing for these roles, we wish also to affirm the four historic streams in the life of the WCC: faith and order; life and work; mission and evangelism, and education. We asked

ourselves whether, if the WCC was being formed today rather than in the middle of the last century, these would have still be the major emphases. We thought some would be expressed differently. Inter-faith relations would now figure highly. The role of young people would now be stressed in ways it wasn't in 1948. Perhaps technology would also be given a strong place. But it seems to us these are new emphases within the historic streams, not alternatives to them. So in our thinking we wish to put the four streams back into the mainstream, ensuring that each is lifted up in the way the WCC does its work. We expect them to take different directions from those followed in 1948. We expect other themes to stand alongside them, including many that have become crucial to the Council's work. But we don't think they have been superseded.

The design we now offer is intended to enable it better to fulfil these roles. It reflects the distinctions broadly endorsed at last central committee and builds on the diagram used there:



In its proposed new shape, the WCC remains a three-tier organisation, but with the role of the tiers redesigned. At the top is the assembly, with roles and powers largely similar to those it exercises today. Next comes the WCC conference. At the bottom comes the executive committee. In some ways the WCC conference is a continuation of the present central committee, but it is different enough in role and function to require a new name and a new understanding. Since it is the key element in the new shape, we begin there.

27.5 The WCC Conference

The WCC conference would be the key regular gathering point for representatives of the churches and the wider ecumenical movement. Where the present central committee comprises 150 members plus often an equal number of advisers, we propose a reduction in size to 100 members plus 50 representative observers. A smaller membership takes seriously the need for good stewardship of resources and tread lightly on the planet. Fewer than 100, however, would make representation too weak. Replacing the open invitation to large numbers of advisers with a smaller representative group contributes to the same ends – and ensures that the weight in discussion always lies with the churches. Members of the WCC conference would be elected by the assembly and representative observers by their constituencies.

The WCC conference's principal concerns would be the life of the churches, discernment of the will of God and the life of God's world. For that it would need theological and spiritual depth, coupled with penetrating analysis. Its concern for the institutional life of the WCC would be limited but crucial. Where the present central committee spends eighty per cent of its time and effort on the institutional life of the WCC, the conference will spend only twenty per cent of its time that way. The main roles would be:

- To identify and sustain, in harmony with the directions set by the assembly, the key priorities and emphases for the WCC to pursue;
- To gather influences and perspectives from among the churches and from within the broader ecumenical movement, seeking to understand how the action of God in today's world is being discerned and understood;
- To focus regularly on each of the four major historic streams, commissioning from and responding to the life of the commissions and advisory groups. Commissions will no longer report through a programme committee; instead they will shape major sections of the WCC conference's life;
- To deepen the members' understanding of one another's churches and traditions;
- To engage together in responding to the urgent issues in today's world, seeking to form and express a common mind;
- To celebrate together the unity we have in Christ and to pray for deeper unity;
- To challenge one another in full and honest encounter, not flinching from the neuralgic points in the churches' relationships with one another.

In our view, this range of activities makes far better use of the impressive range of talent gathered in an existing central committee. By bringing theologians and administrators, activists and spiritual thinkers together, it contributes to the coherence of the ecumenical movement, and enables each to make their own distinctive contribution but without operating in silos that prevent genuine encounter. It has the potential to be an immensely exciting, creative and fruitful event – one that will become unmissable, and should prove deeply satisfying.

It is an important element of this understanding of the WCC conference's function that ecumenical bodies other than the WCC itself would also be present. Crucial among them

is the ACT Alliance, itself a means by which much of the WCC's responsibility for diaconal work is carried out (and also the means by which the specialized ministries are represented). Equally important, however, are confessional bodies, the NCCs and REOs, the Ecumenical Advocacy Alliance and many others. We considered giving them a formal place at the WCC conference – perhaps 10% of the places. In favour of that proposal was that it gave a message of inclusiveness; they were not just guests at the feast but full participants. Against it was the danger that it confused the identity of the WCC as a council of *churches*, and that it would, in any case, make little real difference given the way that consensus decision-making operates, where only the very final stage is reserved for members. Occasions for formal decision-making are likely to be few, given the nature of the WCC conference's agenda. The proposal that they be representative observers offers a form of distinctive belonging. Ten of the 50 representative observers would be representatives of the four historic strands, chosen by the relevant agency or commission. The remaining representative observers would be chosen, with an element of rotation, by their own constituencies: REOs, NCCs, world communions and other bodies.

The WCC conference would retain certain key governance functions, and in these only the 100 members would share:

- To elect the executive committee and hold it accountable;
- To elect the general secretary;
- To adopt by-laws.

The WCC conference would meet during the assembly at which it is elected and then in the following year. Thereafter it would meet for one week every two years. The reduction in size, length and frequency of meetings would save approximately 50% when compared with the present cost of central committee – which currently costs the WCC 700k CHF each time (not counting what it also costs the churches that pay the expenses of their own delegates, nor the demands on staff time).

The reduction in the frequency and length of meetings is, we would argue, entirely justified by the change in role. More challenging is the reduction in numbers. It does mean that we are likely to move from a situation at present where 122 of our member churches are represented to one where perhaps as few as 80 might be. Our first response was to suggest some form of WCC-organised rotation, but it was clear from the consultation process that this would not be acceptable to the membership. Our proposal then is that:

- It should be clear that each representative will normally represent more than one church, and will have a responsibility to be a living link with more than one church.
- WCC should encourage, but not organise, groupings of churches that might themselves agree on nominations. In some areas these might be geographical. Both the Nordic countries and Britain and Ireland already operate such arrangements. For others they might be confessional, perhaps mediated through a Christian world communion. For yet others they might be groups of churches with a common characteristic in their theology or approach to mission.

- The assembly nominations committee should receive nominations well ahead of the assembly, allowing adequate time to negotiate an appropriate balance.
- When a member of WCC conference resigns, dies or leaves for some other reason, the nominations committee should, after negotiation with the appropriate constituency, bring a nomination to replace him or her, rather than the specific church he or she represented having the right to fill the vacant place.

We see membership of the WCC conference as something which extends well beyond meetings. Use of new technology should enable networks of conference members to function. Conference members will need a "job description" making clear their representative function, both from and to the churches. Accountability is vital.

27.6 The WCC Assembly

Our proposal leaves with the assembly its power to shape the broad thrust of WCC work for the years that follow, and to elect the WCC conference. The wider nature of the assembly has been explored by the assembly discernment committee, whose perspective is being implemented by the assembly planning committee. We are, however, proposing a change in the frequency of assemblies from seven years to eight. This would then produce a timetable as follows:

2013	Assembly. WCC conference also meets within the assembly.
2014	WCC conference
2016	WCC conference
2018	WCC conference
2020	WCC conference
2021	Assembly

27.7 The executive committee

Under our proposals, which the consultation process has affirmed, the executive committee would become the main formal governance body for the WCC as an institution. We stress "as an institution", because the crucial role of providing the forum where the churches together seek God's will, endeavour to reach a common voice and identify the priorities for their engagement in the ecumenical movement, sits with the WCC conference. The life of the Council rests with the conference; running the WCC organisation rests with the executive committee and the general secretary.

Governance, then, would rest with the executive committee. The executive committee would have twenty members, and meet normally twice per year. The reasoning behind a small governing body was set out in our report to the previous central committee, the relevant section of which is appended to this report (Appendix B). The executive committee would be entrusted with broad governance authority and responsibility, including (but not limited to) finance, personnel and programme oversight, and authority to establish the limits and guidelines within which management and staff work. The role currently played by the programme committee core group would transfer to the programme sub-committee of the executive committee. Finance and personnel sub-committees of the executive committee have already been established, as agreed at the previous central committee. We propose that five of the seats on the executive committee

be specifically reserved for people at the heart of each of the four historical streams, including someone representing the ACT Alliance.

Governance is not management. Our proposals give management responsibility – responsibility for ensuring that staff faithfully carry out the policies of the WCC – to the general secretary and those to whom he delegates elements of that responsibility. We provided the table below in our previous report to illustrate the difference:

Governance	**Management**
Identity, vision and mission: identifying what the organisation is and is for.	Turning the strategic plan into objectives and activities.
Strategy: setting and reviewing the broad strategic goals.	Providing leadership, creativity and drive to the life of the organisation.
Accountability: holding staff accountable for what they do, ensuring accountability to the broader membership, and ensuring the activities remain true to the defined self-understanding and ethos.	Proposing, controlling and monitoring the budget.
Resources: bringing together the human, physical and financial resources the organisation needs and ensuring they are properly deployed.	Deploying the available resources efficiently and effectively.
Compliance: ensuring that the organisation behaves properly, obeys the law and follows its own constitution and rules.	Communication both within the organisation and outside it.
Management of risk: assessing the risks (including financial risks) the organisation faces and ensuring there are strategies in place to handle them.	Fulfilling accountability to the bodies responsible for governance.
Appointment and management of the most senior staff.	Appointing and managing the staff.

Whilst we concluded that a rotational system was inappropriate for the WCC conference, we are proposing one for the executive committee. Rotation is common in governance bodies of this kind, and allows for both continuity and refreshment of the membership, whilst also facilitating broader participation. If the principle of rotation is agreed, however, there are a number of different ways it could be implemented. One would be to have an executive committee that continues indefinitely, with, say, a fifth of its members standing down at each conference. Another would be to have different terms, so some serve for the full eight years while others serve only for four. For the present we want to commend the principle of rotation, and only once that is agreed discern what might be the best mechanism to apply.

27.8 The general secretary

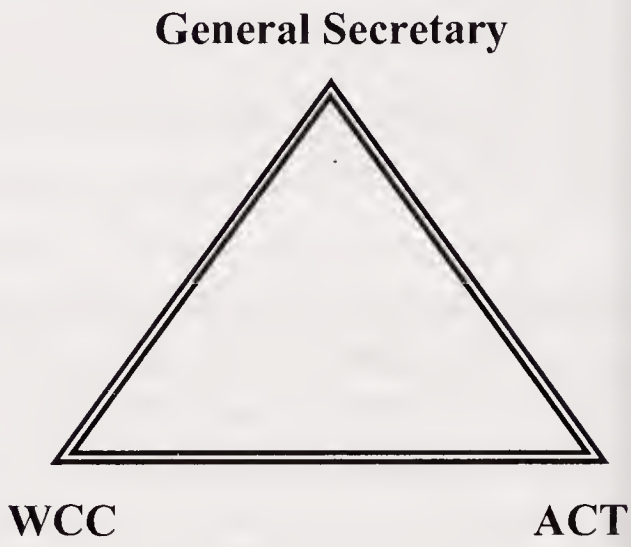
The report of the governance group to the executive committee in December 2009 made clear that the general secretary carries the principal responsibility for the management of the WCC as an organisation. Just as we want to devolve responsibilities from the present central committee to the executive committee, so we see the executive committee shedding management roles it and other committees currently play and passing these to the general secretary. We want to stress, however, that we see the general secretary as fulfilling three main roles of which this is only one. He or she is first of all a leader of the ecumenical movement, employed by the WCC to lead and facilitate the ecumenical movement as a whole. Secondly, the general secretary is a worker with the churches, moving among and between them, networking, embodying the support that each has for the other, helping them listen to one another and find their common voice. Management of the WCC organisation comes third, because it is largely delegatable: the responsibility and accountability remain the general secretary's but the roles can mostly be assigned to his or her deputies. It was for that reason that the earlier report called on the new general secretary to show how his management could be done in ways that did not impede the roles he alone could fill.

We recognise some anomalies in the present arrangements for the appointment and reappointment of general secretaries that our proposals would only intensify. At present, in order to meet the rules regarding reappointment, a new general secretary has to decide after only three years in office whether he is willing to accept reappointment. Our proposal would be that:

- A general secretary's term, whenever begun, should always encompass three meetings of the WCC conference;
- A general secretary's term should always end at a meeting of the WCC conference;
- The process of initiating a search committee should be undertaken by the executive committee, so there is no need to wait for up to two years before action can begin.

27.9 The place of the ACT Alliance

We have built in to both the WCC conference and executive committee membership specific representation for the four historic streams within the WCC: ten places at the WCC conference and five at the executive committee. Four of those conference places and two of those executive places would be for the Life and Work strand, half of these being allocated to ACT.



We recognise ACT Alliance as a special case. Its relationship with the WCC is not that of a commission, and it is not part of the institutional life of the Council. It is, however, the means through which much of the WCC's diaconal responsibility is undertaken. It is important, through ACT, to keep the specialised ministries at the family table. We are

encouraged that ties between ACT and the WCC are developing in a number of ways: WCC provides the chair for the governing body of ACT, the proposal has been made that the two assemblies will meet at the same time and place and the general secretary – as leader in the ecumenical movement - is a key link between the two. Whilst it has differing membership and a different decision-making style, it remains very much part of the WCC family. Our image for the relationship is that of a triangle where the general secretary is the keystone of the relationship.

27.10 Commissions and advisory groups

We affirm the move in recent years away from commissions being seen as managing programme work and towards them being seen as themselves an important locale for "living the fellowship" and resourcing the churches. They also provide ecumenical space within which partnerships and alliances are formed, and the theological thinking undergirding the Council's work is probed.

We envisage a new role for commissions in resourcing the meeting of the conferencing and identifying for it key issues that need to be addressed. Given that there are four main streams and four meetings of the WCC conference between each assembly, it is likely that each commission could play a major role in shaping one meeting of conference between each assembly. Commissions should, in any case, be invited to report directly to WCC conference and not through the programme committee, as at present. Feedback from the consultation process has demonstrated very clearly that the present arrangement is not seen as effective.

We considered linking commissions and the WCC conference in others ways – even the possibility of the conference being effectively the members of the commissions meeting together, nominated through a process that identified them both as suitable member of the conference and of one of the commissions. For the present, we simply note that there is further work to be done on the relationship.

27.11 Financial savings

Good stewardship is one, but only one, of the drivers behind the proposed changes. Central committee will therefore want to know how great would be the savings realised by the proposed arrangements when compared with those presently in force. The table in appendix C shows the present cost of governance bodies and how it has changed over the years.

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